

EMOTIONAL INTELLIGENCE

IMPROVE YOUR SOCIAL SKILLS AND EMOTIONAL AGILITY FOR A BETTER LIFE, SUCCESS AT WORK AND HAPPIER RELATIONSHIPS



Discover Why it Can Matter More Than IQ (EQ 2.0)

DALE GOLEMAN

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Emotional Intelligence

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Success At Work and Happier
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[Dale Goleman]

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Introduction

The study of emotion has been around for several centuries, as far back as when Plato wrote: "All learning has an emotional base." During the early centuries, it was commonly thought that emotions affected humans negatively. Many elites of that era believed a man would do better if he wasn't held back by emotions. Many believed that man was a slave to his emotions. Unfortunately, many still do. A quick burst of anger prompting a violent act that would be regretted later on, or a bout of depression driving a promising high-spirited youth to suicide are examples of the negative effects of emotions of humans. The emotion was part of man, but it was considered man's obstacle to achieving much more.

The 90s saw a shift in how emotions are perceived. A growing body of research continues to prove that emotion, once considered a limitation, holds substantive value.

In the 1950s, the "Human Potential" movement was sparked by Abraham Maslow's paper which explained how humans could enhance their emotional, spiritual, physical and mental capacity. This movement saw human emotion as a strength rather than a weakness. This was considered a great celebration of humanism and opened the door to further study into the power of human emotions.

In 1990, Peter Salovey and John Mayer published an article titled "Emotional Intelligence" which states that emotional intelligence is a scientifically testable intelligence. Although the term 'emotional intelligence' was first used in 1964 by Michael Beldoch, it remained a relatively unknown concept until 1995, when Daniel Goleman, in his book titled "Emotional Intelligence", wrote extensively on the subject. The concept of Emotional Intelligence has been widely used ever since.

Various research studies on the concept of emotional intelligence have established it as an easily perceivable trait in people. Emotional Intelligence is important in making great decisions and in daily interaction with other human beings.

Studies have shown that high emotional intelligence is linked to great mental health, leadership skills, healthier approaches to relationships and better job performance.

People with good emotional intelligence are often known to have accurate perceptions of themselves as they are highly self-aware individuals. They often

know what they are feeling and know how to express their feelings. These people can also easily understand the experiences and feelings of others. They are generally emotionally balanced people with fewer regrettable actions. They seem to always make calculated decisions and are rarely taken over by their emotions. They always pay attention to themselves and to others. Developing high emotional intelligence is a great step towards self-development.

This book explains the concept of emotional intelligence and other surrounding concepts. It will help you understand how emotions affect daily life, how they affect personal and formal relationships and how they influence our decisions in varying situations. It also explains how we can be more emotionally intelligent by breaking down the key areas of emotional intelligence and suggesting ways to build competence in these areas.

In 384-322 BCE, Aristotle described emotions as "those feelings that so change men as to affect their judgments, and that are also attended by pain or pleasure. Such are anger, pity, fear and the like, with their opposites."

These are mental states or feelings that occur spontaneously and not by intention. These feelings are often accompanied by physiological reactions. These occurrences are in response to our perception of what is happening or what we see or hear per-time.

Emotions help us understand our experiences. We would never know that the death of a loved one is a sad experience if we have never felt sadness. We would never know that someone destroying our lawn is an annoying experience if we have never felt angry. Feeling emotions help us categorize our experiences and react accordingly.

Positive emotions register an experience we are having or are about to have as good and worth having. When we say we look forward to the experience, it is not the experience we look forward to per sé. It is more the emotions associated with that experience that we look forward to having.

On the other hand, negative emotions alert us of unpleasant or potentially unpleasant experiences. We know we should do certain things or not do certain things if we would avoid such experiences. For example, when we are faced with a sudden threat, we feel fear of loss or pain. The emotion of fear triggers a fight or flight reaction. What we really are trying to avoid is the loss or pain, not the occurrence itself.

Without emotions, there would be no emotional intelligence and without emotional intelligence, we would not be able to tell precisely the kinds of experiences we want to have and the kinds we don't want to have.

According to author David G. Meyers, "Emotion is made up of three components; physiological arousal, expressive behaviors, and conscious experience."

Physiological arousal means the person feeling a particular emotion will become physiologically alert. This is a point where the sense organs are stimulated to perceive. Physiological arousal is primarily controlled by a part of the brain called the reticular activating system (RAS).

Expressive behavior refers to a behavioral reaction to the perception of what is happening, or to what is seen, heard or thought. This often involves verbal and non-verbal communication of a person's emotions.

Conscious Experience refers to the awareness of a person's environment, what he sees, hears and feels as well as his thoughts.

According to Paul Ekman, there are six basic emotions and they are anger, disgust, fear, happiness, sadness, and surprise. Robert Plutchik suggests there are eight. These eight he grouped into 4 pairs of polar opposites: joy and sadness, anger and fear, trust and distrust, surprise and anticipation.

Primary and Secondary Emotions

Emotions are grouped into primary emotions, secondary emotions, and tertiary emotions.

Primary emotions are the initial emotions felt in response to a perception. These emotions are fear, anger, sadness, joy, love, and surprise. These are the emotions you feel without thinking. They are instinctive feelings we don't plan to have. Imagine you are walking down the road in the company of a friend and a reckless cyclist runs into your friend. The emotion you likely instinctively feel is fear. Fear that your loved one may get hurt.

Primary emotions are often called transient because they disappear quickly and are replaced. They are replaced by secondary emotions and can be secondary emotions themselves.

Secondary emotions are an offshoot of primary emotions. These emotions replace primary emotions. The emotion of fear you felt when you saw your loved one getting knocked down by the reckless cyclist may be replaced by the secondary emotion of anger. You feel angry at the cyclist for causing someone you love pain.

There are so many emotions that it is considered impossible to list all emotions that exist, but below is a generally comprehensive list of human emotions and their meaning. This list contains the basic emotions, their meanings, and their related secondary and tertiary emotions. As you go through this list, try to remember times when you felt each of these emotions. Also, try to remember times when you witnessed someone else express each of the listed emotions. You can take as much time as you need.

Fear

Fear is an unpleasant feeling triggered by a sense of danger or a threat. It is the emotion we feel when we think something bad is going to happen. The primary trigger of fear is the perception of imminent pain. This could be physical pain: fear of bodily harm or hurt; or emotional pain: fear of loss, rejection or distress; or social pain: fear of disgrace, isolation or shame. We feel the emotion of fear not only for ourselves but for others as well. Fear for others can sometimes be more unpleasant to experience than fear for oneself. This is because we usually can't control what happens to others.

Fear ranges from a little scare accompanied by mild muscular tension to a paralyzing feeling accompanied by crippling muscular tension or numbness.

When we have a serious fear of a thing or an animal, it is called a phobia.

A secondary emotion relating to fear is "nervousness". Tertiary emotions relating to nervousness are anxiety, dread, uneasiness, tenseness, apprehension, and worry. Another secondary emotion relating to fear is "horror". Tertiary emotions relating to "horror" include panic, shock, hysteria, terror, fright, and alarm.

Sadness

Sadness is an emotional pain that occurs in response to disappointment, grief, loss, sorrow, and helplessness. It is a temporary state of melancholy and is a dominant emotion. Sadness is a natural and automatic emotion but when it is extreme and persistent, it could be a symptom of depression.

Sadness is a normal emotion like fear or happiness. The death of a pet, the loss of a job or even breaking our favorite china could trigger sadness. When that feeling persists and overwhelms us permanently, it could be an indication of a mental health problem and a person experiencing such should urgently seek professional help.

A secondary emotion relating to sadness is "suffering". Tertiary emotions relating to "suffering" are agony, hurt, suffering, and anguish. Another secondary emotion relating to sadness is "sadness" (we should keep in mind that primary emotions often show up as secondary emotions). Some tertiary emotions relating to the secondary emotion of sadness are depression, despair, hopelessness, gloom, glumness, sadness, unhappiness, grief, sorrow, woe, misery, and melancholy.

Surprise

Surprise is an emotion characterized by a sudden feeling of wonder or astonishment in response to an unexpected event or information. Surprises may be pleasant or unpleasant.

A secondary emotion relating to surprise is "surprise". Tertiary emotions relating to the secondary emotion of surprise are amazement, surprise, and astonishment.

Joy

Joy is a pleasant feeling of great pleasure and excitement. The emotional state of joy is characterized by feelings of contentment, happiness, gratification, satisfaction, and well-being.

A secondary emotion related to happiness is cheerfulness. Tertiary emotions relating to cheerfulness are amusement, bliss, cheerfulness, gaiety, glee, jolliness, joviality, joy, delight, enjoyment, gladness, happiness, jubilation, elation, satisfaction, ecstasy, and euphoria.

Zest

Tertiary emotions relating to the secondary emotion of zest are enthusiasm, zeal, zest, excitement, thrill, and exhilaration.

Contentment

Tertiary emotions relating to the secondary emotion of contentment are contentment and pleasure.

Pride

Tertiary emotions relating to the secondary emotion of pride are pride and triumph.

Optimism

Tertiary emotions relating to the secondary emotion of optimism are eagerness, hope, and optimism.

Enthrallment

Tertiary emotions relating to the secondary emotion enthrallment are enthrallment and rapture.

Relief

A tertiary emotion you may feel relating to relief is also relief.

Anger

Anger is a strong feeling of displeasure, annoyance or hostility triggered by external provocation. Anger is associated with feelings of antagonism towards someone, something or an idea. Anger can be directed at oneself. When a person is angry at himself, the feeling of antagonism associated with his anger is directed at the person feeling the emotion.

While anger, like sadness, is a natural and often automatic reaction. Anger causes increased blood pressure, heart rate, adrenaline and noradrenaline levels. Extreme anger can substantially impair judgment.

Although anger is a primary emotion, it often occurs as a secondary emotion because it is frequently preceded by a negative primary emotion.

Anger is sometimes used as a mechanism to distract oneself from negative emotions that are self-focused. This happens when people stimulate the emotion of anger, either consciously or not, so as to avoid feelings of pain or vulnerability.

Doing this takes their attention off themselves and their unpleasant state and directs it at a person, a thing or an idea. This is considered by the person to be a better state than the state of pain. Anger by itself often does not feel bad to the person feeling it. This is because anger is associated with feelings of justification, moral superiority and pride.

This does not deal with the pain or suppress it. What has happened is a shift of attention from the pain to the 'forced' anger. Once the anger wears off, attention reverts to the pain.

Some secondary and tertiary emotions relating to anger are aggravation, irritation, agitation, annoyance, grouchiness, grumpiness and exasperation. A

tertiary emotion relating to exasperation is frustration.

Rage

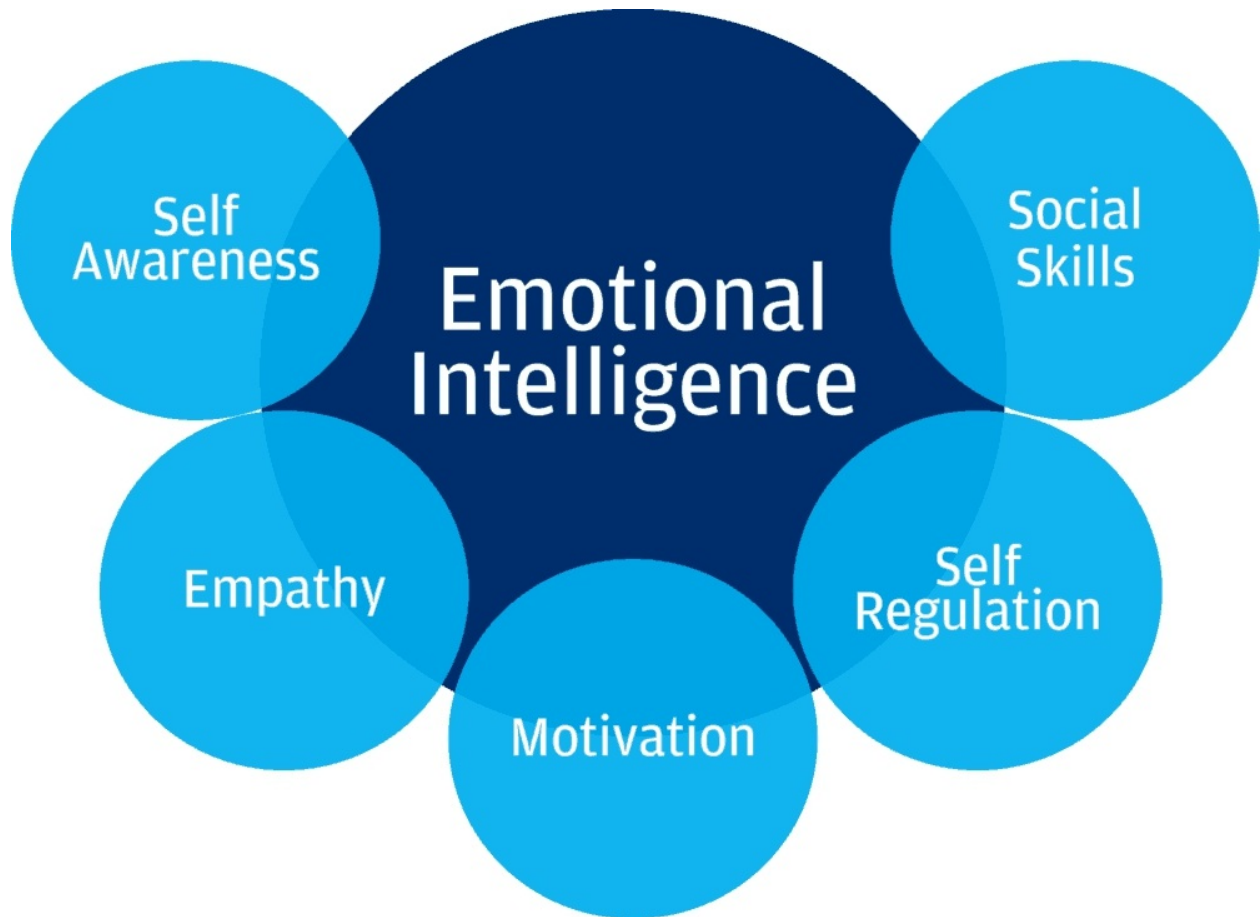
Tertiary emotions relating to rage are anger, rage, outrage, fury, wrath, hostility, ferocity, bitterness, hate, loathing, scorn, spite, vengefulness, dislike, and resentment.

Love

Love is a strong feeling of affection towards a person, a thing or a thought. Love, like other primary emotions, is often not deliberate. It is a dominant emotion of affinity. Love is a positive feeling accompanied by pleasure and happiness.

A secondary emotion relating to love is affection. Tertiary emotions relating to affection are adoration, affection, love, fondness, liking, attraction, caring, tenderness, compassion, and sentimentality lust arousal, desire, lust, passion, and infatuation.

Chapter 2: The 5 Elements of Emotional Intelligence



1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social skills

First Element of Emotional Intelligence: Self-awareness

In simple terms, self-awareness is knowing oneself. This may bring to mind the popular Greek Maxim, "Know thyself", which perhaps most simply insinuates

self-awareness. Self-awareness is being aware of one's unique self as independent of one's environment and in relation to one's environment. Self-awareness involves understanding the unique elements that makeup oneself.

In his book "Emotional Intelligence", psychologist Daniel Goleman defined self-awareness as “knowing one’s internal states, preferences, resources, and intuitions.”

One can further describe self-awareness as being aware of what you are thinking, doing and experiencing.

It is as simple as this: if you had an opportunity to live with a replica of yourself for a day, would you recognize how you think, your usual physiological and emotional response to varying situations, the kinds of judgments you make, your abilities, your preferences?

At the core of self-awareness is self-focus. The study of self-awareness is believed to have been pioneered by Shelley Duval and Robert Wicklund in 1972 when they proposed the self-awareness theory. They proposed that focusing on oneself as opposed to one's environment would enable people to compare themselves with their own internal standards. These standards will become the benchmark with which individual thoughts, feelings, and actions are judged. The disparity in a person's character and internal standard leads to dissatisfaction in oneself. This dissatisfaction will, in turn, make that person constantly seek self-improvement or behavioral change in a bid to match his internal standards. Self-awareness is considered one of the most important tools for self-control.

Second Element of Emotional Intelligence: Self-regulation

Self-regulation is the ability to positively regulate emotional reactions and manage impulses as they come in order to produce desired results. In other words, it is the ability to decide which response is best suited for an experience and to react accordingly.

It involves managing emotions, thoughts and actions, and controlling expression. Developing self-regulation skills involves self-awareness. It also involves stress-management and sound emotional judgment.

Self-regulation is like adding salt to food. You can only add enough for the

amount and type of food. You cannot add an equal amount of salt to a plate of rice as you would five plates of rice. One plate will either be too salty or too bland. Self-regulation is like that. You cannot respond to every situation with the same emotional intensity. You either will be overreacting or under-reacting most of the time, and that will make life a lot more difficult to live: too salty or too bland.

Self-regulation is usually influenced by a person's temperament, experiences, ability to stay focused and manage distractions, awareness of self, values, empathy, etc.

According to Roy Baumeister, self-regulation is a mental activity fuelled by limited mental energy. When there is little mental energy for mental activities to draw from, it becomes difficult to self-regulate; this, he called, "the state of ego depletion".

Usually, a state of ego depletion will be followed by outbursts or mental breakdowns. An event or task that requires a lot of self-regulation can deplete mental energy and make it difficult to self-regulate during subsequent tasks. Also, a quick succession of events that are mentally draining will add up and deplete mental energy.

Third Element of Emotional Intelligence: Motivation

Murray Johanssen defined motivation as "the effort, the drive, the desire, and the energy a person uses to activate and maintain goal-driven behavior." In simple terms, motivations are why we do what we do, the reason for any behavior. They are the internal force that sets us on a path and keeps us on it. Motivation is always fueled by something or geared towards something: a desire or a kind of reward.

Types of Motivation

There are two types of motivation: intrinsic motivation and extrinsic motivation.

Intrinsic Motivation

Intrinsic motivation occurs when factors stimulating motivation in an individual are internal. This type of motivation is fuelled by an individual's belief system or

satisfaction.

Intrinsic motivation could be a desire to be accepted by the people around us, knowledge, respect for authority, religious or anti-religious beliefs, moral gratification, and so on.

When you say, "I am just doing it for the fun if it", that is intrinsic motivation.

Extrinsic Motivation

Extrinsic motivation occurs when factors stimulating motivation in an individual are external. These motivation stimulating factors are external rewards separate from the activity done. For example, if you take on a job because you want more money, the job and the money are separate and the motivation is the money which is an external factor.

Some external factors that stimulate this kind of motivation include money, instructions from a difficult superior, organized activities, bonuses, trophies, fame, and so on.

Some believe that there is a third type of motivation, which is not so much a type of motivation but the lack of it. This is called 'amotivation'. Someone in a state of amotivation will display negligible or no traits of intrinsic or extrinsic motivation.

A person can have multiple sources of motivation which can spread across the two types. For example, if you decide to change jobs because you believe you may find another job fun and exciting, you are intrinsically motivated. Your intrinsic motivation may be backed by the extrinsic motivation to make more money.

Maslow Motivation Theory

The Maslow motivation theory is not the only theory of motivation, but it is the most influential and thus it is what worth a mention. It may also help you understand how your needs affect your emotional intelligence.

In the 1940s, Abraham Maslow, the renowned psychologist developed his theory of individual development and motivation. In his theory, he suggested that human beings have a hierarchy of needs which range from basic needs at the bottom of the hierarchy to more complex needs at the top. According to Maslow, human beings are wired to take actions to address their basic needs before seeking to address more complex needs.

At the bottom of Maslow's hierarchy of need is man's most basic need, the "physiological need" which includes food, water, and shelter.

Following man's physiological need is "safety", that is security.

That is followed by man's need for "love/belonging", that is, his need for intimate relationships.

Man's need for love is followed by his need for "esteem", this is a feeling of accomplishment.

Man's need for "esteem" is followed by his most complex need which is his need for "self-actualization", that is, achieving his full potential.

How the Hierarchy of Need Affects Motivation.

Man's needs are his motivator. He is first motivated to meet his basic needs. As those needs are met, they stop motivating him and his next needs on the hierarchy become his new motivator. Only needs that are yet to be met motivate people and man has the innate desire to meet all his needs by following this hierarchical order of needs.

Fourth Element of Emotional Intelligence: Empathy

Empathy is the capacity to understand someone else's experiences and to share their feelings. In simpler terms, it means putting oneself in another's shoes.

Unlike self-awareness, empathy is not focused on self, rather on the experiences of others while feeling the effect of that experience. Empathy does not mean one has to go through the experience of another person to understand how it feels, although empathy is sometimes associated with memories of similar past experiences.

Types of Empathy

Emotional Empathy

Cognitive Empathy

Compassionate Empathy

Emotional Empathy

Emotional empathy also called "affective empathy", occurs when the emotional state of others triggers a corresponding and appropriate emotional response in a person.

Daniel Goldman, in describing emotional empathy says it is “when you feel physically along with the other person, as though their emotions were contagious.”

Cognitive Empathy

Cognitive empathy is understanding and seeing from the perspectives of others. Daniel Goleman describes it as "knowing how the other person feels and what they might be thinking. Sometimes called perspective-taking.”

This type of empathy is intellectual. Cognitive empathy understands feelings on an intellectual level, not an emotional level. A person with cognitive empathy may know why other people are supposed to feel a certain way, such as why it is understandable that an old hard working businessman who lost his life savings is sad. Without emotional empathy, he wouldn't be able to share in the emotions of the businessman. When the businessman cries, he understands his tears but he doesn't feel the same emotion. What he feels is an intellectual connection to the businessman's pain, not an emotional one, which may make him seem detached.

Compassionate Empathy

Daniel Goleman identifies it using the term "empathetic concern". In describing this type of empathy, Daniel Goldman states that "with this kind of empathy we not only understand a person's predicament and feel with them but are spontaneously moved to help, if needed.”

An individual with compassionate empathy goes beyond feeling the pains of others or understanding their experiences, he is also moved to take action when needed.

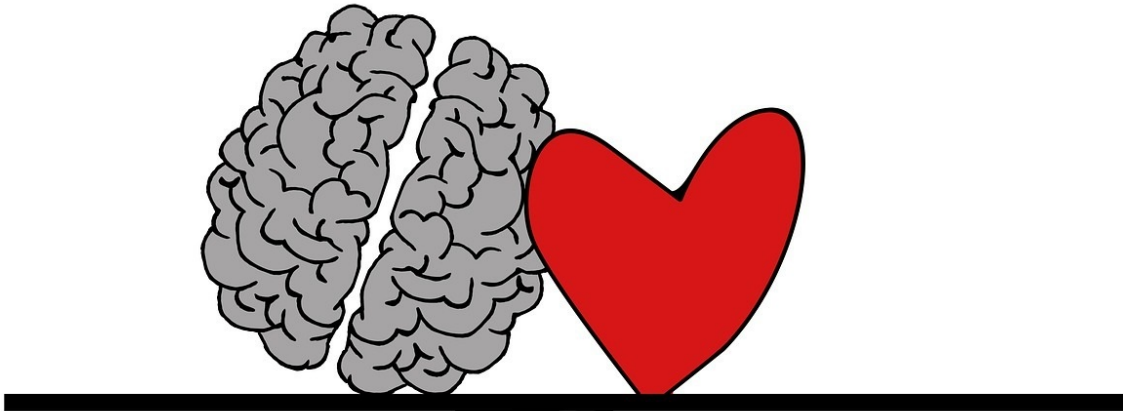
Social Skills

Social skills are specific skills that foster interpersonal relations. They are simply skills that help an individual relate adequately with others. Social skills are important tools and are useful skills in meeting new people, maintaining

relationships, communicating effectively, getting needs met, interacting with different personality types and getting along in a community.

Some social skills include speaking clearly, giving constructive criticism, asking clear and direct questions, taking criticism, having a healthy sense of humor, managing disagreements, being helpful, speaking with an appropriate tone of voice, asking for help, asking permission, apologizing when wrong, taking "no" for an answer, speaking kindly, waiting in turn, conversational skills, listening, conflict management, teamwork, persuasion and influencing skills, etc.

Chapter 3: How Does EQ Differ From IQ?



While EQ refers to a person's capacity to recognize, interpret and regulate emotions, IQ, which stands for intelligence quotient, are derivative scores aimed at determining how intelligent a person is. There are numerous standardized tests used in determining a person's IQ. IQ tests have helped in identifying individuals who are mentally challenged or those who are intellectual geniuses.

It was a once common belief that a high intelligence quotient was highly important to succeed in life and work. A growing body of research has proven that Emotional Quotient is more important in determining a person's success. In fact, it is 4 times more important than intelligence quotient. Studies show that successful life and work depends on 80% EQ and 20% IQ. This is very believable as interpersonal relations are a major driver in success.

Average IQ scores have improved by 25% while EQ scores have dropped by 25%. This will not necessarily result in an increase in the number of successful people in life and in career. It also will not necessarily result in an increase in the number of happy people. In fact, individuals with high EQ are more likely to be happier.

IQ does not guarantee success. Success is a product of a combination of several skills and competencies which are subsets of emotional intelligence as well as IQ. IQ is most effective when backed up by emotional intelligence just as emotional intelligence is most effective in achieving life goals when backed up

by IQ. IQ on its own is considered by some psychologists as too narrow to encompass the vastness of intelligence.

Psychologist Howard Gardner stated that intelligence isn't a general all-encompassing ability, but rather there are varying intelligences, several of which an individual may have strengths in.

While IQ tells how intelligent a person is or can be, EQ tells us how well a person can understand his emotions and those of others. IQ may be an indicator of how well a person will perform academically, but EQ will indicate how well a person will manage relationships and lead other people since high EQ is not attainable without substantial levels of self-awareness, self-regulation, motivation, empathy and social skills.

An individual with high IQ may have the knowledge and cognitive skills necessary to finish a task but if he cannot interact with others in his work environment or if he cannot work in a team, he may find it difficult to climb up the career ladder fast enough. Also, a high IQ can be useless if emotions cannot be regulated. For example, an individual who needs to urgently solve a life-threatening problem may not be able to do so if he cannot manage his anxiety and stay calm, even if he has the necessary skills. While IQ is important, EQ will boost performance. In fact, many companies now conduct emotional intelligence tests during their recruitment process as well as organize emotional intelligence training for their staff.

Snarey and Vaillant in 1985, suggested that IQ wasn't much more a determinant of how successful an individual will become than his ability to manage his emotions and interact adequately with other people.

There have been renewed discussions on which is better: EQ or IQ. Those who speak for IQ seem to downplay the importance of emotional intelligence.

It has been said that it is risky to be emotionally competent, using Hitler as an example of someone who used emotional intelligence to manipulate his followers.

Psychologist Scott Geller, an expert in self-motivation, lists three questions that can be used to determine how self-motivated someone is:

Can you do it?

Will it work?

Is it worth it?

Answering all three questions in the affirmative is a good sign that a person is self-motivated.

According to Scott Keller, an individual needs to need to sincerely want the consequences of the action they take in order to be self-motivated and not just take an action only to avoid negative consequences.

Competence is vital in self-motivation as a competent individual will likely feel more motivated than someone who does not think he has the ability to complete the task. Answering all three questions above in the affirmative boosts the feeling of competence.

Being able to make autonomous decisions encourages self-motivation.

Also, having the support of people around you gives you a feeling that you can do what you want, that it will work, and that it is worth it.

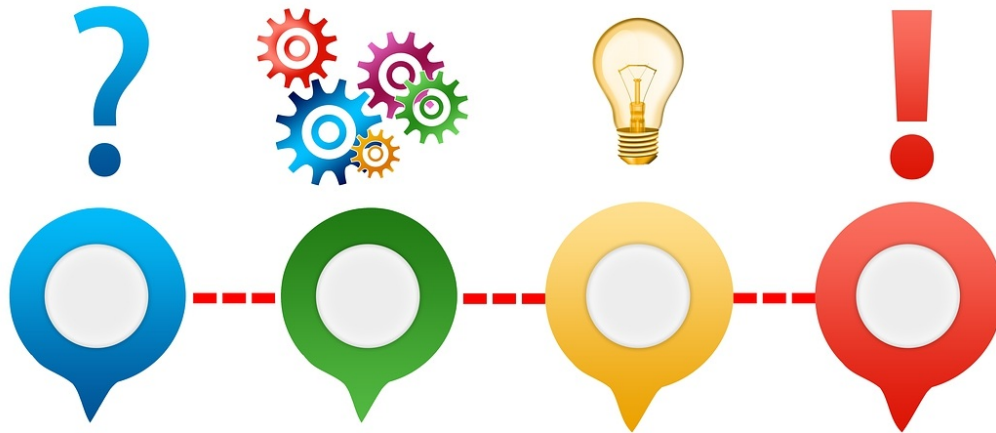
Scott Geller based a substantial part of his research on Albert Bandura's work. Albert Bandura in 1981 said, "Self-motivation... requires personal standards against which to evaluate ongoing performance. By making self-satisfaction conditional on a certain level of performance, individuals create self-inducements to persist in their efforts until their performances match internal standards. Both the anticipated satisfactions for matching attainments and the dissatisfactions with insufficient ones provide incentives for self-directed actions" (Bandura & Schunk, 1981).

Cognition and emotion work hand in hand and cannot perform at their best without each other. We cannot make use of IQ to its fullest capacity if emotional intelligence is not available to help us understand people and emotions. We also cannot make adequate use of emotional intelligence if IQ is not available to help us make cognitive analysis and rational observation.

Emotions are natural and inborn; the ability to recognize and regulate emotions is learned and can be improved over time. EQ is made up of a collection of elements that deal directly with human emotions which can be better controlled by practice and learning. IQ, on the other hand, is inborn.

Although there are arguments for emotional intelligence as a more important element for success, IQ is still considered important, especially in academic achievement. An individual with a high IQ will often perform better in academics than an individual with a low IQ.

Chapter 4: Importance of Emotional Intelligence



Emotional Intelligence and Mental health

Emotional intelligence and mental health are directly linked. Studies show that mental disorders are associated with low emotional intelligence.

An individual in a state of depression finds it difficult to feel positive emotions. He is in a prolonged state of immense sadness or fear. Further studies have shown that patients being treated for depression have lower emotional intelligence scores. They find it difficult to recognize emotions and give adequate emotional responses. The study showed that depressed patients can't adequately discern changing emotional expressions. This is due to their difficulty in accepting positive emotions. As a result, they are likely to have a negative perception of even positive experiences. A depressed individual would likely be the only one on a team who thinks there's no reason to celebrate a remarkable achievement.

The study also showed that depressed patients tend to display less capacity in using emotions to facilitate thought.

According to Astrid Schütz and Sophia Nizielski, "Persons with depression are not generally worse at perceiving emotions; they even seem to be overly sensitive to positive ones. They may not have general deficits, but suffer from difficulties in managing negative emotions."

Generally, a low level of competence in regulating and understanding emotions is common among patients with a mental disorder.

It can be argued that all mental illnesses occur as a result of certain emotional deficiencies as several symptoms of mental illness are associated with emotional deficiency.

A study conducted by Astrid and Sophia aimed at deciding the emotional competencies of patients with mental disorders namely: depressive disorder, substance abuse disorder, and borderline personality disorder. The results of their work showed that emotional problems were apparent in all these patients.

Their study also involved a separate group of 94 individuals who had never been diagnosed or treated for mental disorders. The three categories of patients included 31 patients with unipolar depression, 19 patients with borderline personality disorder, and 35 patients with substance abuse disorder. All individuals completed the German version of the Mayer-Salovey-Caruso Emotional Intelligence test.

Test results showed that patients with unipolar depression performed worse than individuals not diagnosed with depression. They showed less competence in understanding emotions. These patients had difficulty in identifying and separating varying emotions and, in turn, difficulty in regulating them.

In patients with borderline personality disorder, the major symptom found was systemic dysregulation. Mood swings, relationship instability, self-destructive tendencies, and impulsiveness were common to patients with this disorder.

They also displayed high sensitivity to negative emotions and positive emotions. The tests proved patients with this disorder are competent in detecting even subtle emotional expressions. According to Astrid and Sophia, memory, learning and impulse control are impaired by prolonged abuse of psychoactive substances such as cannabis, nicotine, or alcohol.

Mental patients had remarkably low competence levels in certain aspects of emotional intelligence such as understanding emotional information, regulating

emotions and using emotions to facilitate thought. Patients in this group showed the lowest levels of emotional stability and all-around emotional intelligence.

Generally, deficiency in emotional intelligence is linked to mental illness. Patients diagnosed with mental illness will experience improved conditions if they can improve on specific aspects of their emotional intelligence. This also means that a high level of emotional intelligence will help individuals guard against certain mental illnesses.

Self-management

Achieving our dreams can be a daunting task. It takes a lot of determination, sacrifice, self-development, relationship management, and other competencies that are required to navigate life. But self-management is important as it helps you make decisions about your behavior and regulate them as needed in order to achieve your goals.

The Effect of Self-confidence on Emotional Intelligence

Self-confidence is evident in an individual who has a positive attitude towards himself.

Self-confidence is a balanced attitude towards oneself in relation to his environment. The basic foundation of self-confidence is the belief an individual has that he can do any physiological or mental task needed to get the desired results.

A person with self-confidence is more likely to take on challenging tasks and complete them than someone who is not self-confident.

Self-confidence should not be confused with arrogance. While arrogance is sometimes called a kind of self-confidence or over-confidence, it is in reality, a display of certain deficits in emotional intelligence.

Arrogance stems from a feeling of superiority and entitlement. An arrogant individual displays superiority in an overbearing manner and can often be irritable. Arrogance is often accompanied by a desire to be admired and revered which makes the arrogant individual constantly trying to display superiority and

importance. Individuals who are arrogant usually do not consider how their actions affect others. They do not perform well in interpersonal relationships as they tend to trigger negative emotions in other people.

Certain characteristics such as trying to force their perceptions on others (sometimes their perception of themselves), difficulty in apologizing, and difficulty in admitting a wrong are common to individuals who are arrogant.

One could argue that arrogance is an overdose of self-confidence stripped of self-regulation and empathy. An arrogant individual needs to learn and practice self-regulation and empathy to improve his overall emotional intelligence.

As opposed to a self-confident individual with high emotional intelligence who empathizes with people, understanding that people don't meet up to certain levels of success for varying reasons, while an arrogant individual sometimes claims superiority because he believes everyone who has not attained his level of success is simply inferior. This individual takes immense pride in his accomplishments and is constantly weighing his self-worth based on the accomplishments of others. When others have greater accomplishments than he does, it triggers prolonged negative emotions.

Arrogance is not always a product of confidence. It is sometimes the opposite. In some cases, arrogance is used as a mechanism to cover up insecurities and feelings of inferiority. As opposed to the expressions of confidence this individual may display, he generally has negative emotions about himself and displays physiological actions that he believes match the level of confidence he should have.

Low Self-confidence

Low self-confidence is often associated with a negative perception of oneself. Anxiety is a common emotion that dominates the feelings of an individual with low self-confidence. Low self-confidence, similarly to confidence, affects a person's physiological expressions. It can often be perceived in a person's voice or body language. Low self-confidence hampers a person's success as it is often associated with a deficiency in motivation. This means an individual with low self-confidence doesn't believe he is qualified to take on important tasks or to get the desired results. Such individuals have the tendency to be laid-back. This makes it difficult for them to reach their potential as they may constantly pass on tasks other self-confident individuals consider opportunities.

Individuals with low self-confidence are often not as efficient as individuals with healthy self-confidence even when they are more skilled.

Self-confidence inspires confidence in others. Individuals that are self-confident often make great leaders if they perform well in other areas of emotional intelligence. Self-confidence is usually perceived very quickly, even before a person speaks.

Aspects of Emotional Intelligence Displayed by Self-confident People

- **Social skill:** A self-confident individual interacts more confidently with other people. He is not constantly thinking about how he is perceived such that he cannot interact freely.
- **Self-awareness:** Being self-aware is a common trait of self-confident people. They know their thoughts and expressions.
- **Self-regulation:** Self-confident people are often good regulators of their emotions who know how to keep negative emotions at bay.
- **Motivation:** Self-confident people believe in themselves. They believe they have the necessary competence to achieve their goals. This enables them to see a task to completion.

Emotional Intelligence and Emotional Resilience

Emotional resilience is the capacity to adapt emotions to varying situations and manage stress while sustaining mental actions that give the desired results. Emotionally resilient people are great stress managers and are more likely to finish a mentally demanding task without breaking down. One element of emotional intelligence closely associated with emotional resilience is "self-regulation".

Living in the world with all its complexities can be physically tiring and mentally draining. Life itself seems a daunting task. Coping with the stress of work, the peculiarities of relationships and other complexities demands a lot of mental energy. How each individual reacts to these mental stressors is largely dependent on emotional intelligence. Emotional intelligence has a direct influence on motivation.

When an individual's capacity to self-regulate becomes impaired, he starts to

experience a breakdown and gives in to the stress. At this point, the individual starts to become less productive and more irritable. The mental energy which fuels the mental task of self-regulation is depleted and he starts to lose hold of his emotions. He is more likely at this stage to make errors and make incorrect decisions. This is the state of ego depletion. Remaining in this state for a long time may be a sign of an inherent mental illness. To more effectively handle stress, it is important to build an aspect of emotional intelligence called emotional resilience.

Building better emotional resilience should be aimed at mastering techniques that help an individual avoid being affected by pressure, rather than how to recover from pressure when affected.

In building emotional resilience, there are a series of proven methods which help prevent tension and avoid a breakdown. Knowing which actions to take will reduce the likelihood of being pathologically affected by pressure.

It is not a quality that is either had or not. It is inherent in everyone but in varying degrees. Here are some characteristics that individuals with good levels of emotional resilience possess.

- **Perseverance:** Emotionally resilient people often stick to their objectives without giving up on their course. They do not abandon tasks due to pressure; rather, they see it to the end.
- **Emotional-awareness:** Emotionally aware individuals understand their emotions which helps in regulate them per-time. Emotional awareness is important as resilience is highly hinged on emotional-regulation.
- **Emotional-regulation:** The capacity to adequately regulate emotions in response to pressure is basically what emotional resilience is about. This competence helps an individual adequately determine his emotional reactions. Individuals with this trait have a sense of control and they understand that they are the ones who determine how life affects them.
- **Motivation:** This major element of emotional intelligence is a key trait common to emotionally resilient people. If you can manage your emotions adequately, you will be able to stay motivated as you have control over stressors that can influence your motivation. An emotionally resilient person is optimistic, thereby motivated.

Chapter 5: Emotional Intelligence and Leadership (Developing Important Emotional Skills)



Leadership and Self-awareness

Self-aware leaders can recognize their own emotions. They know how their actions and inactions affect other people. Self-awareness in leadership is cogent as it enables you to understand yourself and how events affect you. This is highly important for self-regulation which will aid decision making and stress management.

Self-awareness gives a leader an understanding of his strengths and weaknesses. This helps him gauge his limits and monitor his reactions during his highs and lows.

Self-awareness is also important for self-confidence which is an aspect of emotional intelligence needed in leadership.

Empathy

Being able to inspire faith and confidence in those who follow you is important in leadership. As a leader, you cannot efficiently inspire those who follow you if you do not share their feelings and understand them. People connect more easily with a person that understands their feelings and shows consideration.

As an empathetic leader, you care about what your team members are going through. You feel and understand their pain. Your feedback is constructive. Being compassionately empathetic, you help them cross individual hurdles, helping them develop into more skilled and emotionally developed individuals. This earns you their respect and loyalty.

Ways to Improve Empathy

Wear The Shoes of Others: It can be confusing when people display certain emotions we do not understand. We just cannot see why a person has broken down in tears or why they are sad. It is understandable. We did not experience what triggered their pain. But taking the time to think about their situation and how you would feel if you were in it is a good place to start in understanding their emotions.

Pay Attention To Non-verbal Cues: Also called 'body language', non-verbal cues are strong indicators of what people are feeling. In fact, studies have shown that humans communicate more nonverbally than verbally, even when they are actually speaking.

Non-verbal communication involves body language and tone of voice. While verbal communication communicates actual words, body language and tone of voice can help put those words into an emotional context.

Paying attention to non-verbal cues can help a person perceive and feel the emotions of others. It can help you as a leader to perceive what your team members really feel about an issue. You can tell when there is apprehension or when motivation is low. You can use this emotional information to facilitate adequate reactions.

Respond: People often feel better when someone else shares their emotions. It is always good to know someone understands how you feel. The best way to show that you understand how a person feels is by responding to the emotional cues he

sends. Give verbal and non-verbal responses such as nodding when they speak or mirroring their emotional expression. Saying the right words is also a great way to respond to emotions. As a leader, doing this tells your team members that you are understanding and considerate. It makes you the kind of leader they want leading them.

Developing Social Skills

Social skills are important for effective communication. Communication is important in leadership as leaders need to communicate instructions, aims, and objectives as clearly as possible. Inadequate communication leaves team members confused or at worst, ill-informed. An ill-informed member of a team can cause substantial setbacks.

Social skills also help you as a leader to connect with members of your team individually and collectively. This skill is also important in conflict avoidance and resolution which are traits highly needed in good leadership.

Tips for Developing Good Social Skills

- **Don't Run From Conflict, Manage It:** Conflicts are inevitable in life. As long as there is more than one person in a space over a substantial period of time, conflict is bound to occur. A leader must know how to manage conflicts when they arise within his team and how to manage them until they are resolved. Conflicts are not always bad as when adequately managed, they can open doors to new possibilities and a better understanding of individuals. Conflict management and resolution is an important social skill.
- **Learn to Communicate Better:** Communication is regarded by most as the most important social skill. As a leader, you should learn to communicate your emotions and thoughts effectively through verbal and non-verbal expressions. Self-awareness is important here as it helps you recognize and understand the emotions you want to communicate.
- **Praise People:** A person deficient in social skills, self-regulation, and empathy will find it difficult to praise people. Doing this develops the

aforementioned aspects of emotional intelligence. When you praise people, it builds their self-confidence and encourages them to warm up to you. Noticing good things about people is a good indicator that you care about them. No one loves to hang out with someone who is self-absorbed.

Self-regulation

Self-regulation, the capacity to regulate one's emotions and expressions, is a key trait important in effective leadership. Leaders competent in self-regulation and are often in control of their actions and emotions which keeps them level headed during high-stress tasks. Self-regulation coupled with empathy and social skills will make you into a leader that not only is a master at managing pressure, but also is adept at helping others manage pressure and self-regulate.

Leaders that self-regulate and are socially skillful are often able to stay on course, staying true to their values and objectives, while carrying everyone along.

Emotional Intelligence and Motivation

Motivation is important for leaders to be able to keep striving for the collective goal. It is the leader's job to bring his team to reach a goal. Sometimes, the entire team will feel unmotivated, this could be due to a major setback or multiple failed attempts at getting something done. A leader's competence in this area of emotional intelligence will suffice at times like this. Motivation with self-regulation, empathy and social skills can uplift low-spirited members of a team.

It is very important that a leader is self-motivated if he wishes to effectively motivate a group of people.

Ways to Improve Motivation

- Go Over the 'why' Once Again: Why are you doing what you are doing? Why did you take on the task? Why did you join the team? Why did you want the job? Going over why you wished to do

something can help you remember the emotional state in which you were motivated to start what you are doing. This is why it is important to write your goals in such a way that reading it can energize you and keep you motivated.

- **Access Your Motivation Level:** Keep constant tabs on your level of motivation. Do not wait till your motivation level finds rest on the seabed before you seek ways to raise it from the dead. Constantly weigh your motivation. Are you as excited about working on the task today as you were yesterday? Do you still find the same amount of happiness engaging in the task as before? Do you still have a goal in mind?
 - Keep constant tabs so that when your motivation weakens, you can take appropriate actions to rejuvenate it before it gets too bad. This is another instance where competence in self-awareness and self-regulation skills comes in handy.

- **Find the Good in the Bad:** The difference between a person who has a generally good outlook on life and a person who does not is that while the person with a good outlook will often find something good in every situation, the other person is always focusing on everything bad about almost every situation they find themselves in. This does not mean the first person does not know that a situation is bad, it only means that he does not focus on the negative. Rather, he finds something positive about the situation to hold on to. He likely thinks, "This may be something small and unremarkable, but it is a good thing that has been birthed by this unpleasant situation."
 - Finding something good about every situation will keep a leader positive and energized, reducing the likelihood of demotivation caused by emotional stress.

Experts in the field of behavioral psychology have formulated 3 major rules for understanding the motivation of a person. Though these rules might not be all-encompassing, they paint a clear picture of a person's self-motivation. The rules are in the mold of 3 questions asked below.

Can you do it?

Will it work?

Is it worth it?

A positive answer to these questions is a reasonable affirmation of a high level of self-motivation in any person.

Scott Keller postulated that to check the motivation of a person regarding any pursuit, such a person must have a positive feeling about the consequences of the action that's about to be taken. Thus, the motivation cannot be the avoidance of possible negative consequences that could result from taking the action.

Competence is key in assessing self-motivation as a competent individual would most likely feel confident about the likelihood of success in the task he is about to undertake. Providing positive answers to the questions above can also boost competence which has a positive effect on self-motivation.

Being able to make autonomous decisions encourages self-motivation.

Also, having the support of people around you gives you a feeling that you can do the task, that it will work, and that it is worth it.

Self-motivation stems from an internal standard of how things should be. When a person believes in a state of affairs so strongly that he can make decisions to pursue it, such a person would be self-motivated. Sometimes people find motivation in the circumstances of their birth or family background. Whatever the reason for the motivation, this strength is what propels a person to act. You might believe that a state of affairs should be present in your immediate environment but where such a belief is lacking in depth it might not spur you to act.

and so on, do not adequately label any emotions.

Developing competence in labeling emotions starts with a simple practice. Pay attention to how you feel and name it. What you call it must be distinctive enough to distinguish it from other emotions. Sad, angry, happy, regretful, afraid and so on, are distinctive labels that bring the memory of specific emotions to mind. They are unlike labels such as alright, awful, good, bad and so on. Each of these labels brings several feelings to mind. For example, you feel bad when you are sad. You also feel bad when you are rejected. Those two words: 'sad' and 'rejected', would have been more accurate labels.

The list below contains over 440 emotions and what they mean. You can always come back to this list to build your emotional vocabulary.

Absorbed - to be keenly interested in something.

Abhorrence - a feeling of disgust.

Acceptance - accepting the reality of a situation without seeking to change it.

Admiration - a feeling of respect and approval.

Adoration - to respect, rever, and admire.

Adrift - feeling lost or without cause.

Aching - a feeling of intense sorrow or desire.

Affection - a pleasant feeling of fondness or liking.

Afraid - a feeling of fear or apprehension.

Agitated - a feeling of worry or anxiety.

Agony - a severe feeling of physical or mental pain.

Aggravated - a feeling of annoyance or irritation.

Alarm - a feeling of fear caused by a sudden threat.

Alert - a feeling of readiness to deal with potent danger.

Alienated - a feeling of isolation.

Alive - the feeling of experiencing something while emotionally attached to it or to someone.

Alone - being without anyone.

Amazed - a feeling of pleasant surprise.

Amused - a feeling of entertainment or fun.

Anger - a feeling of annoyance.

Angst - a strong feeling of anguish about life.

Animated - the feeling of excitement which could be accompanied by dramatic expressions.

Animosity - a strong feeling of dislike and antagonism.

Animus - feeling of enmity.

Annoyed - feeling of displeasure, upset.

Antagonistic - a strong feeling of opposition.

Anticipation - a feeling of expectation.

Antipathy - a deep-seated feeling of distaste.

Antsy - a feeling of impatience, restlessness, and agitation.

Anxiety - a feeling of excessive worry or fear.

Apathetic - a feeling characterized by lack of concern and display of detachment.

Apologetic - a feeling of regretful acknowledgment of a wrong.

Appalled - feeling dismayed.

Appreciative - feeling gratitude or pleasure.

Apprehensive - feeling anxious about the future.

Ardor - great enthusiasm.

Arousal - feeling aroused, evoked, or awakened.

Astonishment - a feeling of great surprise.

Astounded - a feeling of shock.

Attachment - a feeling of fondness.

Attraction - a feeling of interest.

Aversion - a feeling of distaste towards something and a desire to avoid it.

Awe - a feeling of astonishment.

Awkward - feeling so embarrassed that you do not know how to react.

Baffled - surprise accompanied by an inability to understand or explain.

Bashful - feeling shy or timid, avoiding attention.

Befuddled - feeling confused and unable to think clearly.

Bemused - feeling confused or bewildered.

Betrayed - feeling pain because someone was disloyal to you.

Bewildered - deeply confused or perplexed.

Bitter - feeling deep anger or resentment.

Blessed - feeling gratitude for a privilege.

Bliss - feeling great happiness and contentment.

Blithe - a feeling of merriment or gladness.

Blue - a feeling of sadness.

Bold - feeling courageous and daring.

Bonhomie - a feeling of friendliness and excitement.

Boredom - a feeling of restlessness due to disinterest in one's surrounding.

Bothered - feeling concern about something.

Bouncy - very lively.

Brave - feeling the courage to deal with a threat and being ready to bear the pain.

Breathless - feeling utter amazement.

Brooding - showing deep concern about something.

Bubbly - feeling cheerful and in high spirits.

Buoyant - feeling cheerful and lively.

Burning - feeling extreme anger or hurt.

Calm - feeling relaxed or relieved.

Captivated - a feeling of deep interest.

Carefree - void of anxiety, worry, and responsibility.

Caring - a feeling of kindness and concern.

Cautious - feeling there's a need to be alert.

Certain - feeling deep assurance.

Chagrin - feeling upset due to failure or embarrassment.

Challenged - feeling that a particular opposition or difficulty will make you better.

Chary - feeling reluctant to do something.

Cheerful - feeling happy and optimistic.

Choked - feeling tough restraint against expressing something.

Choleric - feeling irritable.

Clueless - having no knowledge or understanding of a thing.

Cocky - feeling conceited or arrogant.

Cold - feeling detached and unemotional.

Collected - feeling calm under pressure.

Comfortable - feeling eased or relaxed.

Commiseration - feeling sympathy for the grief of others.

Committed - feeling attached and loyal to a person or thing.

Compassionate - feeling sympathy and concern for others.

Complacent - feeling satisfied in a situation or in one's ability that makes a person unmotivated.

Complaisance - wanting to please others by compliance.

Composed - feeling in control of one's feelings and expressions.

Compunction - a feeling of guilt that precedes or follows doing something wrong.

Confused - bewildered.

Courage - being able to do something frightening.

Concerned - a feeling of worry about something.

Confident - feeling convinced of your ability or of an outcome.

Conflicted - feeling torn between two or more decisions.

Consternation - a feeling of dismay that causes confusion.

Contemplative - feeling unsure.

Contempt - disregard.

Contentment - a feeling of satisfaction.

Contrition - the feeling of remorse.

Cordial - being warm and friendly.

Cowardly - lack of courage to face danger.

Crafty - being indirect or deceitful.

Cranky - a feeling characterized by being irritable.

Craving - a deep longing for something or someone.

Crestfallen - feeling of shame and embarrassment.

Cross - a feeling of annoyance.

Cruel - wanting to deliberately cause pain and difficulty for others.

Crummy - feeling miserable and worthless.

Crushed - feeling characterized by overwhelming disappointment or embarrassment.

Curious - feeling eager to know something.

Cynical - believing everyone is dishonest.

Defeated - feeling overcome by difficulty.

Dejection - feeling sad or depressed.

Delectation - feeling pleasure and delight.

Delighted - feeling great pleasure.

Delirious - feeling mentally disturbed such that it is difficult to speak or to think coherently.

Denial - a feeling of refusal to accept reality.

Derisive - showing contempt.

Desire - a feeling of deep longing or want.

Desolation - feeling of utter loneliness.

Despair - feeling there is no hope.

Despondent - losing hope and courage.

Detached - feeling aloof.

Determined - a feeling of resolve.

Detestation - a deep feeling of dislike.

Devastated - a feeling of utter pain.

Devotion - the feeling of commitment.

Disappointed - feeling displeasure in an occurrence.

Disbelief - unable to believe something.

Disdain - the feeling of disrespect.

Disgruntled - dissatisfied.

Disgust - the feeling of irritation.

Disillusioned - disappointment.

Disinterested - not showing interest

Dismay - anxiety caused by an unexpected occurrence.

Distaste - a deep feeling of disinterest.

Distracted - finding it hard to concentrate.

Distress - severe anxiety or pain.

Disturbed - being emotionally upset.

Doubtful - feeling unsure.

Downcast - feeling discouraged.

Drained - feeling of severed mental tiredness.

Dread - the feeling of utter fear, often in anticipation of something.

Dubious - feeling hesitant or feeling doubt.

Dumbfounded - shocked and perplexed.

Eager - a feeling of enthusiasm.

Earnest - feeling sincere.

Ease - feeling relief.

Ebullient - cheerful and full of energy.

Ecstatic - overwhelming joy.

Edgy - tense and irritable.

Elated - intensely happy.

Embarrassed - feeling shame and discomfort.

Empathic - feeling the emotions of others.

Energetic - feeling happy, optimistic and motivated.

Engrossed - feeling deeply interested.

Enlightened - increased understanding.

Enmity - feeling of opposition.

Enthralled - fascinated.

Enthusiasm - strong feelings of enjoyment or approval.

Envy - feeling displeasure at someone else's achievement.

Euphoric - feeling intense excitement.

Exasperated - frustrated and irritated.

Excitement - strong feelings of enthusiasm and eagerness.

Excluded - a feeling of being left out.

Expectant - feeling of anticipation.

Fascinated - strongly attracted.

Fatigued - feeling mental exhaustion.

Feisty - feeling aggression or a feeling of being lively and determined.

Fervor - a passionate feeling.

Flabbergasted - intense surprise.

Fondness - the feeling of interest, attraction, and love.

Foolish - feeling unwise.

Foreboding - feeling that something bad will happen.

Fortunate - feeling privileged.

Frazzled - a feeling of complete exhaustion.

Free - feeling of freedom.

Frightened - afraid.

Frustrated - a feeling of distress due to one's inability to do something.

Fulfilled - a feeling of accomplishment.

Furious - a feeling of intense anger.

Giddy - feeling extremely excited to the point of disorientation.

Glad - happy.

Gleeful - a feeling of exuberant or triumphant joyfulness.

Gloomy - a feeling of depression.

Goofy - feeling of harmless eccentricity.

Gratified - a feeling of satisfactory

Grateful - a feeling of gratitude.

Greedy - selfishly wanting more than you need.

Grief - deep sorrow.

Grudging - the feeling of giving or allowing something reluctantly.

Guarded - feeling cautious about a situation.

Guilt - an intense feeling of regret.

Happy - pleasant excitement.

Harassed - feeling stressed due to having too many things asked of you.

Hatred - the feeling of utter displeasure and antagonism.

Heartache - a feeling of anguish or grief due to loss.

Heartbroken - significant distress and sadness.

Helpless - feeling unable to do anything about a situation.

Hesitant - feeling unsure and slow to do something.

Hollow - a feeling of being empty or emotionally vacant.

Homesick - an intense longing for one's home.

Hopeful - a feeling that one's desires will be met.

Horrified - feeling utter fear.

Hostile - displaying strong antagonism and dislike.

Humiliated - feeling utter shame.

Humored - a feeling that others are agreeing only to keep one content.

Hurt - the feeling of pain.

Hyper - feeling hyperactive.

Hysterical - unable to control raging emotions.

Impatient - restless eagerness.

Incensed - feeling intense anger.

Indifferent - feeling not particularly interested.

Indignant - annoyance towards unfairness.

Infatuated - feeling of intense passion.

Inferior - feeling less than a person or a thing.

Inspired - encouraged, motivated.

Interested - having an interest.

Intimacy - feeling of close familiarity.

Intimidated - nervous due to uneasiness in a situation.

Intoxicated - feeling of extreme excitement.

Intrigued - aroused interest.

Invigorated - feeling energized.

Ire - anger.

Irritated - annoyed.

Isolated - a feeling of loneliness.

Jaded - lacking enthusiasm after having had too much of something.

Jealous - feeling of resentment towards someone's achievement.

Jittery - a feeling of fear.

Joy - happiness.

Jubilant - triumphant excitement.

Keen - a feeling of eagerness.

Lazy - unwilling to work.

Left out - excluded.

Nasty - longing to behave in an unpleasant or spiteful way.

Needy - in need or often feeling that one requires something from others.

Nervous - a feeling of agitation.

Neutral - not in support of one over another.

Lethargic - sluggish.

Liberation - freedom.

Lighthearted - a feeling of being happy and carefree.

Liking - affectionate interest.

Listless - lacking enthusiasm.

Lively - cheerfulness and fun.

Lonely - a feeling that one is alone.

Longing - a desire for someone or something.

Love - strong feelings of deep affection and caring.

Lucky - feeling that a good thing happened to you by chance.

Lust - strong sexual desire.

Mad - rage, anger.

Meditative - involving deep thought about something.

Melancholic - depressed.

Merry - a feeling of cheerfulness.

Mischievous - intending to cause trouble.

Miserable - utterly unhappy.

Mortified - an intense feeling of embarrassment.

Motivated - a feeling that one has a reason to act.

Moved - stimulated or caused to change one's opinion or behavior.

Mystified - bewildered.

Nonplussed - being so surprised one doesn't know how to react.

Nostalgic - sentimental longing for experiences that happened in the past.

Obsessed - inability to shift one's mind away from something.

Offended - annoyance due to something said or done

Optimistic - feeling hopeful about the future.

Outrage - intense anger.

Overwhelmed - emotionally drowned.

Pacified - relieved from anger.

Pain - a feeling of intense distress.

Panic - a feeling of sudden overwhelming fear.

Paranoid - irrational fear that people want to harm you.

Passion - intense and usually uncontrollable feeling.

Pathetic - miserable.

Peaceful - a feeling of calmness and assurance that all is well.

Pensive - feeling sad while in deep thought.

Chapter 7: Emotional Intelligence in the Workplace



In today's highly commercialized society, there is increased complexity and competition. The workforce is the forefront of this movement and developing a substantial amount of emotional intelligence can help one navigate these complexities. Whether you are an employer or an employee, possessing a high EQ can place you on a pedestal and allow you to fine-tune your skills to meet the ever growing world standards.

Getting a job ultimately means you will be integrated into a sphere where others would have varying interests and ideologies compared to yours. Therefore, the question of balancing conflicting interests arises. Your needs will differ and standards of how things ought to be done will be subject to a lot of discrepancies.

In the previous chapters, we discussed the importance of emotional intelligence as it relates to our individuality. In this chapter, we will discuss how EQ plays out in the workplace and why the lack of it can lead to complications and clashes. There exists a hierarchy of positions in any workplace, the vicissitudes of fate combined with the sheer force of hard work and consistency decides

whatever position one hopes to occupy.

The epicurean ideology maintains that one must always remain in a job that provides happiness and a sense of fulfillment. While this is true, there is also the stark reality that we cannot all find jobs that would massage our egos and stimulate sensations of pleasure at all times. It is not alien that we should seek happiness along with the oftentimes bleak journey of life. But above all, our existence rests snugly on the basis of usefulness before happiness.

Some jobs can suck. To be frank, most jobs SUCK. A recent Forbes article reported that over half of Americans do not like where they work. It could stem from having an over-demanding boss or getting a paycheck that doesn't correspond to the amount of work you put in. While there are jobs that are mentally and physically exhausting to the point of being toxic— a major reference to 'The Devil Wears Prada', there is also the element of 'self' in some situations.

To survive, and not merely survive, but to flourish in a work environment, you have to be willing to constantly evaluate yourself. That job that seems awful and horrid beyond description may have a positive side which you unconsciously ignore because you are stuck in a vicious cycle of negativity. The most common complaint arises from the issue of stress and increased workload.

Stress takes a toll on our emotions, and emotions, in turn, can make us prone to transferring our aggression onto others, and consequently, strain our relationships with friends and family. It all plays out like a domino effect, with the first card taking root in your mind, in your emotions and how you handle them. According to the CDC's National Institute on health and safety, 29 to 40 percent of Americans are "extremely stressed" at work.

Stress is common in many jobs and it is difficult, albeit not impossible, to find a low-stress job. Considering the adverse effects of stress such as depression, anxiety, hypertension, diabetes and increased risk of heart disease, it is important for one to identify stressors and how to deal with them. Establishing boundaries, organizing your workspace, developing multitasking skills and speaking to your supervisor, can help to reduce stress levels.

Feelings of dissatisfaction and stagnancy can also arise in the workplace. There is a pressing need to do more and be more, and our jobs may not always be sufficient to satiate our need for a sense of fulfillment. Quitting your job is a crucial decision to take, and one needs the right amount of emotional intelligence to weigh the benefits and risks involved in such a venture.

Holding a managerial or executive position also requires one to be highly skilled

in employing EQ in all aspects of work. The decision-making process does not necessarily have to be the sole responsibility of the leader or CEO, as employees or the board of directors may provide valid suggestions. This does not dispel the fact that most decisions are to be made by the leader in certain circumstances. There will be situations where you make the wrong decision and that results in devastating consequences for the institution. Your ability to bounce back and create stability amidst the crisis is also a subset of emotional intelligence.

How do you know you are doing enough? What standards do you compare your level of growth to? Are you constantly comparing your output to that of your colleagues, or are you completely absorbed in your work with a singularity of purpose? EQ affects our level of productivity in no small way. To raise the bar and increase our standards, there should be a definition of what those standards are and a clear vision of the goal you wish to achieve. EQ is essential in helping you ditch the totem pole syndrome and increase your output in a healthy way.

The benefits of team performance in a work environment can never be overemphasized. Working in synergy allows for the exchange of ideas and division of labor, which ultimately leads to increased output with reduced stress to the individuals involved. As much as there are benefits to group work, there are also disadvantages. Not everyone is receptive to the idea of working in groups, as they tend to do better when working alone.

However, this may not always be possible as some jobs require you to work in groups. When this occurs, emotional intelligence is crucial to establishing good communication between team members. EQ would also enable you to balance the needs of your workers with yours. EQ is also necessary for developing good work ethics and principles around the workplace. There is security in establishing a concrete set of values and principles that will not be violated in the workplace. It is also essential in helping one think out of the box to provide solutions to problems that the institution may face. Strategies to boost and employ EQ will be provided in the next chapter.

It is important to develop EQ as it permeates every aspect of the work process, and the lack of it can result in dire consequences. Picture yourself walking down a bush path with many pits dug all over the road. Your eyes would be essential in helping you avoid those pitfalls and dangers. But imagine walking on that same road with blindfolds on, with only your intuition to guide you. You would be prone to falling into one of those pits, and you would walk without sureness and direction because of the fear and uncertainty that would envelop you at that moment.

Working with a high IQ represents your intuition in this analogy. But combining your IQ and your EQ (which serves as your eyes), would result in even more desirable results than you could think of. Working without EQ can increase stress levels enormously and stress leads to decreased productivity – except your gears tend to work better under pressure, but it isn't advisable to work that way constantly.

A lack of EQ would lead to a skewed decision-making process and an incorrect approach to leadership duties. A boss with a lack of empathy would invariably produce employees who work without their heart in it. Without taking the emotions of your employees into consideration, the quality of output produced would be affected. The remedy to this situation is to create an environment where enthusiasm is harnessed and kept at its peak. An eager approach to work produces greater results than a dull, monotonous and robotic process devoid of life.

Possessing empathy also means that you show sensitivity to the plight of your subordinates or colleagues. This involves making them feel heard, understood and human. Many world leaders have a high EQ and this has helped them surmount the impossible, as they have developed an understanding of human nature. In other words, high EQ is an asset in today's corporate world.

A high EQ helps in periods of conflict. A clash of ideas is inevitable in any work setting. Individuals all have various world views and you are only bound by what the institution hopes to achieve. Staying calm and being the mediator in times of conflict proves that you have good managerial skills, and may increase your prospects of getting a promotion.

In work, you are also expected to retain your cool and professionalism even with mounting pressure. A low EQ is a liability in this case, as you would be inclined to react to pressure negatively. Feelings should be kept in check in situations like this which may seem difficult to achieve if one does not possess EQ.

Interpersonal tension in teamwork could also be a trigger for one to react in unsavory ways. If one is averse to the idea of teamwork, he/she may tend to take either of these two extremes. The first is to isolate oneself from the process and refuse to make contributions. The second is to obstinately maintain that his/her idea is superior to that of the other team members and that he/she should be the only one employed in the process. This stems from a low EQ and little to no understanding of how to work in synergy.

Having a low EQ disrupts communicative processes. Communication is key to

ensuring the smooth functioning of any organization. Lack of communication skills, especially listening skills, can lead to misunderstandings and misconceptions about the idea that is to be communicated. To work collaboratively, understanding the next person is essential. Reacting to mistakes by yelling or displaying passive-aggressive behavior can be destructive to your work life and may even get you fired.

A low EQ makes one resistant and vehemently opposed to change. A key feature of high emotional intelligence is an ability to remain open-minded and to welcome change. The organization will often undergo massive change and upheaval that would directly or indirectly affect the employees. One's response to change should be welcoming. An objective approach should be taken to situations that seem foreign.

Criticisms are also a part of learning in any work environment. A high EQ would help one understand that criticisms are meant to help him/her improve and not to stir up a malicious situation. As a leader or supervisor, a high EQ helps one give constructive criticism without being overly judgmental or having a propensity to dish out scathing remarks. A lack of emotional intelligence makes one averse to admitting a wrong and apologizing. This is detrimental to the progress of any organization, as it triggers feelings of resentment and suppressed anger.

Another disadvantage of having a low emotional intelligence is that it makes one apportion blame to other members of the team, even when one is in the wrong. It is the consequence of refusing to acknowledge a wrong.

In summary, having people with a high EQ in any organization is an asset, and sadly, the reverse is the case when surrounded by individuals with low EQ whether in the workplace or at home. A high EQ predisposes one to better interpersonal relationships, and an ability to react positively to unfavorable situations. In any corporate institution, understanding the personality and emotions of your fellow team players is a necessary skill to ensure productivity and efficiency.

The next chapter will focus on strategies to employ in order to improve emotional intelligence at work. On the bright side, it is never too late to develop a high EQ. Callous behaviors, exploitation of others, blatant disregard for the feelings of others, manipulation and arrogance, aren't the right characteristics of a leader. These may even indicate he/she is suffering from a repressed case of antisocial personality disorder (sociopathy), which can be extremely toxic to employees and subordinates.

Emotional intelligence, as previously mentioned, serves as our gateway to understanding how the 'software' of people around us operates. Getting a job propels you to establish a relationship with others. Therefore, it is imperative that we inculcate habits and principles to ensure that the relationship achieves the common goal for which it was created.

Chapter 8: Strategies to Boost EQ in Our Jobs



Developing emotional intelligence like any other venture requires consistency and commitment. It may be slow and difficult at first, especially in areas where you need to employ self-regulation and restraint. But, it is not impossible and the outcomes of making this decision can improve all aspects of your life. Listed below are major strategies to employ in order to improve your level of emotional intelligence in the workplace.

- Develop communication and social skills
- Improve empathy
- Be receptive to feedback
- Identify your stressors and manage them outside work
- Maintain your enthusiasm
- Constantly evaluate your motives and approach to situations
- Develop self-awareness

Develop Communication and Social Skills

Communicative skills are important in the work environment, as it reduces tension, boosts interpersonal relationships, and creates an avenue for growth. As an employer, your subordinates should be able to approach you without fear or apprehension. Develop a welcoming attitude as this fosters communication. The next big idea that could determine the growth of the company to a large extent can come from an employee.

An important aspect of communication is the ability to listen without interference. An ability to receive the contributions of others without forcefully projecting your idea on them. Listening can bridge gaps and initiate understanding between team members. Emotional intelligence involves the ability to sit back, listen and then evaluate the information received on a screen of truth– the ability to discern. This quality would also ensure that you are level headed when faced with a critical decision. Listening, communicating and exchanging ideas also reinforce one with a lot of options, in the absence of one.

The art of persuasion is embedded in social skills. It is fundamental in many social situations such as conflict. Remaining calm and collected when conflict arises, avoiding office politics and drama, and providing solutions to problems can establish you as one who is well versed in human relations– which is proof of EQ. Understanding the art of persuasion can help in proposing ideas to your senior colleagues, as well as trying to win your teammates over to your side without being condescending.

Improve Empathy

As already established, a key feature of EQ is an ability to empathize. Empathy is basically the ability to understand the feelings and emotions of others. It means trying to mentally place yourself into someone else's situation. Empathy also involves listening to another person's point of view. It is easy to get absorbed in our work, without paying attention to our colleagues.

Being empathetic enables us to relate to the struggles of others and this initiates the feeling of being understood in the other party. When your colleagues feel a sense of security that stems from your understanding, they are motivated to overcome the situation more quickly than when they are left to shoulder the responsibility of recovery alone. In listening, we unlock an element of companionship and togetherness, which ultimately fosters teamwork.

As a supervisor or a leader in any capability, sharing personal experiences of your setbacks and how you overcame them can go a long way in reinforcing the spirit of trust in your employees, colleagues or subordinates. In sharing experiences, you attain the image of a team player and not just a boss whom they must tremble before. Empathy may be difficult to develop at first if you aren't naturally an empath. It may seem awkward trying to gauge your level of support and becoming invested in the lives of your employees. In the long run, the advantages always outweigh the disadvantages as a compassionate environment is an incentive to work hard.

As an employee, being empathetic to the plight of your colleagues can be draining as well. There is a tendency for some of your co-workers to take advantage of that peculiarity and constantly saddle you with work that should otherwise be theirs. Boundaries should be established in such instances. While you are willing to help out, remain firm in your decision to maintain your individuality and not bury yourself under the expectations of others.

Be Receptive to Feedback

A distinctive feature of high emotional intelligence lies in the ability to adapt and listen to what others have to say. Feedback is meant to be given at every point in our career. This is important as it helps us evaluate our position and pinpoint ways to improve our output. Giving feedback is an important aspect of communication.

Giving and receiving feedback can be a really tough conversation, as no one actually likes hearing something negative about their work. But this tough wall is something we must all scale as it is a fundamental instrument to our growth and could even be a bonding experience.

Our brains view criticism as a threat naturally. Therefore, without good self-esteem and self-awareness, it might be difficult to process the feedback as something useful and not merely a tool to incite animosity. Criticism will always be processed and stored more quickly than praise because our brains are wired to engage in what is called a negativity bias. It is possible to break out of this matrix, with self-awareness being the first step. In giving feedback, evaluate your motives. It should always stem from a desire to support, enhance, mentor or guide the individual to whom the feedback is addressed.

Since receiving feedback is a good thing for your career development, always remain approachable and receptive. Avoid being defensive and judgmental, and while listening, try to understand the point raised. Furthermore, reflect on what you hear and ask the opinion of trusted colleagues. You may also wish to ask for examples in which that particular correction was given and the outcome. In the event that you feel the critique wasn't constructive or was delivered in a brash manner, take a few moments to cool off and repeat the discussion at a later date.

Identify Stressors and Manage Them Outside Work

Stress in the workplace is inevitable. A small amount can even be great for your performance as it helps to keep you alert and improve your overall ability to surmount challenges. But there are situations where the stress gets out of hand, and it begins to affect your health, family, work and interpersonal relationships.

When it begins to take a toll on your productivity, confidence, and self-esteem, it is time to sit back and put things into perspective. Sometimes we can be extremely stressed without even knowing it, but those around us end up bearing the brunt of our aggression. Stress leaves you feeling irritable, anxious, depressed, and even apathetic. Sometimes stress can stem from a feeling that we aren't doing enough, dissatisfaction with our jobs, fear of getting sacked, or the pressure to make more money as the paycheck becomes inadequate due to pressing family needs. Even retaining a position without promotion and growth can drive one over the edge.

You can identify that you are stressed by keeping a journal of incidents that make you stressed and your reaction to those situations. This would help in keeping you focused. Also, decluttering your workspace can help to clear up your mind and give you a sense of control. Sometimes stress can originate from our colleagues or bosses. Establishing boundaries and having a proactive rather than a reactive stance can help reduce stress.

In a situation where something goes terribly wrong, reacting by yelling or ignoring everyone will only escalate the problem. But responding proactively always wins. Inculcating an exercise routine into your daily activities can help in relieving pent up energy. Understanding and gaining control over your mood and improving something as subtle as your nutrition can also help in alleviating stress. Lastly, reaching out to friends and family can help further combat feelings of stress.

Maintain Your Enthusiasm

Emotional intelligence is in tandem with demonstrating enthusiasm at work. An enthusiastic employee shows up at the appropriate time, is receptive to change and new ideas, and is willing to put everything into their work. Grit and determination is a subset of enthusiasm and these are invaluable when the institution enters into tough times.

Keep a positive and optimistic attitude while in the workplace. Positivity is infectious and this can enhance general productivity from everyone. Work doesn't always have to be corporate. Most times, people who work in a creative discipline suffer a stifled enthusiasm due to financial constraints. In this case, finding ways to reduce worry can help keep your enthusiasm top notch. This includes worry about outcomes and processes even before you set out to do the job.

If you hold an executive position, it is imperative that you maintain your enthusiasm at all times as it directly affects that of your employees. Celebrating successes can serve as an incentive to stimulate productivity. Also, select team members that are not only bounded by a common goal but also with a concomitant amount of energy as you. As a supervisor or leader, keeping your optimism high is very important when the going gets tough.

It is easy to get whirled into a boring routine, but try to make the work environment as fun and spontaneous as possible. A stimulating environment naturally improves enthusiasm. Drop random quotes for motivation, spring surprises, and make team members and employees participate in activities that increase productivity without posing stress. Taking surveys can also help to promote staff input.

Constantly Evaluate Your Motives and Approach to Situations

The ability to evaluate things in retrospect is one of the characteristics of emotional intelligence. What is the rationale behind every action you take? How do you react to praise, criticism, conflict, and changes? How did you react to such situations in the past and how can you improve your responses to create

better outcomes?

Integrity in the workplace should never be compromised. Therefore, our actions should be backed up by principles and a solid reason. To lack a firm ethical foundation is to be prone to violating rules and involving yourself in unprofessional conduct. In the workplace, our motives for doing things should be thoroughly examined. Why are you giving that critique, why do you present yourself in that manner?

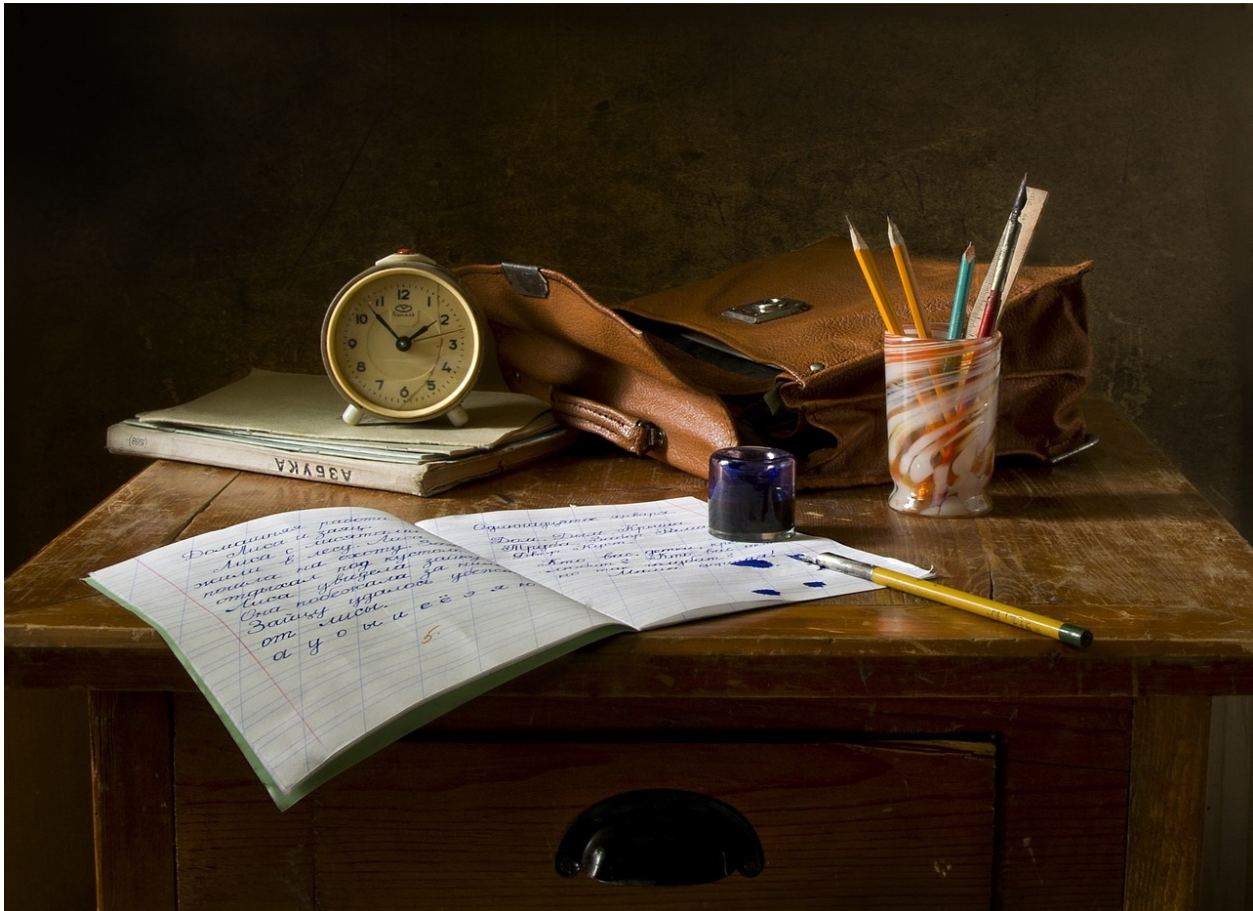
One's approach to situations is very critical in any professional sphere. Incidents will always occur, but your reaction to them determines whether they spiral into success or failure. As an individual in a position of power, understand the nature of people. Correct in private and praise in public. Provide support for your employees and make rewards achievable. This would boost the performance as well as the EQ of your employees in no small way.

Develop Self-awareness

Developing self-awareness is usually the first step of any program aimed at improving emotional intelligence. A step to improve your self-awareness in the workplace is to step out of your comfort zone. Leaving your comfort zone would enable you to harness hidden potentials and develop abilities you would have never thought possible. Another step is to identify your triggers and your reaction to situations, especially when under stress. In the workplace, self-awareness can go a long way in increasing your output and helping you avoid pitfalls.

In summary, emotional intelligence permeates every aspect of our lives: family, workplace, friends and even with total strangers. Our jobs indirectly define the course our lives take, and it is imperative that we remain level headed and smart when making decisions in the workplace. Interpersonal relationships demand that we create a balance between our needs and the needs of others and this pressure applies to the workforce as well. Managing stress, improving empathy, developing communication skills, being receptive to feedback, etc. can help in boosting EQ at any work environment you find yourself.

Chapter 9: Emotional Intelligence in Normal Life



Emotional intelligence is vital to our relationship with others and with ourselves. Daniel Goleman, the author of 'Emotional Intelligence', stated that eighty-five percent of our personal and professional success will be affected by EQ. Life deals us blows unexpectedly at every turn.

Have you ever wondered why some people seem to face this headlong, and others seem to crumble under the weight of it? Have you witnessed two people who face the same misfortune but have different levels of resilience? Emotional intelligence combined with other factors can determine, to a large extent, how fast you can bounce back when faced with unsavory situations.

One method of applying EQ to our everyday life is developing the art of assertiveness. Being on planet Earth and surrounded by so many people, we are bound to get into situations that will affect our person. Assertiveness involves possessing high self-esteem and self-confidence. In situations where we feel threatened or where our integrity is questioned, the appropriate reaction is to

remain calm. This is achievable when we understand the reason for the other party's behavior.

Practicing mindfulness is a good way to boost EQ in our everyday life. Taking walks, practicing yoga and meditation, can help integrate one with his/her surroundings. Be aware of yourself, of the emotions you feel, and those of others. Taking deep breaths and grounding can help pass time when caught in aggravating situations.

Feel, do not suppress. Being emotionally intelligent does not require that you stifle or dismiss your emotions. Even the calmest and most collected persons experience their own share of overwhelming emotions. The difference lies in the outlet. Finding creative and healthy outlets instead of transferring our sadness, aggression and other negative emotions to others. It is normal to feel emotions, but do not bottle them up, and do not go on a hysterical spree.

In business, EQ is indispensable in negotiation talks. By controlling your emotions, communicating effectively and figuring out the mood, limitations, and peculiarities of the other party, you can successfully close deals in your favor. Emotions are often times displayed through body language, facial expressions, and other paralinguistic variables. Possessing a high EQ makes one sensitive to these changes, and being empathetic would determine to a large extent how you would apply this information.

In our daily activities, EQ would help you decipher if a particular problem stems from you or the other party. Sometimes we are the toxic person, and no matter how hard you try, you can't be great to everyone all the time. Man is inherently imperfect. Since self-awareness and self-regulation are thoroughly integrated into EQ, recognizing that you are the one at fault always comes handy in some conflict resolutions.

Show love and gratitude always. Appreciating what you have helps to reinforce emotional intelligence. Showing love and gratitude to those around you fosters understanding and togetherness. You can demonstrate empathy by paying the bus tickets of a total stranger or reaching out to support a colleague.

In interpersonal relationships, the level of compatibility between the EQ of the two individuals along with other factors determines the failure or success of the relationship.

Friendship

Emotionally intelligent individuals are endowed with impressive people skills. They have an uncanny ability to get along with everyone and provide calm to heated situations. Friends are a necessary part of our lives, no matter how introverted you tend to be. To develop your EQ, you need to understand the emotions of others, and this cannot occur through solo study. People react to situations in different ways and studying these reactions, their emotions, and their threshold is essential in knowing how to communicate with them in the future.

To allow a friendship to flourish, communication is essential. And by communication, we mean the ability to listen, to detect body language and to choose our thoughts and words in an emotionally intelligent manner. Maintaining a healthy amount of communication may be difficult at first, considering the fact that everyone is so busy nowadays. Video calls and texts aren't enough to provide the emotional intimacy we all deserve.

Cultivating the habit of reaching out to your friends would help boost your EQ by establishing emotional intimacy. We cannot always depend on our spouses for emotional intimacy. A good friendship where common interest is shared accrues in greater benefits for your mental health, emotions, and general well-being. Selecting friends who you have something to learn from, or who like you to a certain level— not to the point of sycophantic adoration, can help boost self-esteem and EQ.

Women are more likely to develop emotional intimacy than men because they are socially conditioned to be expressive and supportive. This brings in the aspect of communication. Communication involves listening and allowing yourself to be vulnerable in some cases, as well as speaking up. Because women tend to be more expressive, communication tends to be skewed. However, sometimes there exists a lack of trust. For example, when receiving a compliment, how do you know if she means it or is just being nice?

Trust is essential in communication. An assertive and emotionally intelligent individual is more likely to perceive the presence of trust or establish it strongly. Deeper communication and trust can clear all traces of misunderstanding. In friendships and even romantic relationships, the importance of trust can never be overemphasized.

Having or lacking trust in your friend or partner determines to a large extent how you would interpret their opinions and statements, and even their motives and intentions. Individuals with a high EQ are able to connect on a deep level, and

this is because they have taken the initial pains to study those around them, and to ascertain if they are deserving of their trust and loyalty.

Question and filter the stories you hear on a table of truth. It is easy to always take the most often heard part as it gives feelings of security. But whatever you hear about a person should be subject to your scrutiny and understanding, especially when the person involved is close to you.

Celebrate positive emotions and moments. Giving yourself credits and rewards can help reinforce self-esteem and this spirals down into other aspects of our relationship with others. By seeing the good in yourself, it becomes easier to identify the good in others. Celebrating positive moments creates an avenue for more to come.

Parent-child Relationship

In parent-child relationships, emotional intelligence is essential. Children have emotions too, and it is imperative to commence an early education on their usage and importance. It is undoubtedly tough to raise a child. A high EQ can help when a child throws tantrums and tests the strength of your will and principles.

Parenting doesn't come with a 'one strategy works for all' instruction guide. In today's society, parents are expected to raise children who will make healthy decisions. It is even more difficult with the roof shattering divorce rates affecting modern marriages. Families have gotten more complicated and children often feel left out.

Emotionally intelligent families maintain a sense of identity and togetherness regardless of the situation. Family members stick up for each other despite sibling rivalry or moments of separation. In emotionally healthy families, children are allowed to express their opinions, and they are encouraged to speak up. Training your children to be vocal develops their assertiveness, which will help when they face the outside world.

Children should be allowed to voice their opinions. This can be fostered through making room for constructive arguments. Rules made by parents should be talked over. This would allow children to think for themselves and prevent an authoritarian stance by the parents. Their opinions are not only heard but validated.

Separation, divorce or the death of a loved one can be very devastating. The importance of EQ in such circumstances cannot be overrated. In the event of a separation, be aware and sensitive to the emotions of children involved. EQ would endow you with empathy, and resilience to bounce back from the loss, and carry others with you. EQ also comes in handy when you are directly involved in a toxic relationship. This point will be explained in the next chapter.

Being realistic and optimistic simultaneously is also a feature of emotionally intelligent families. Tough times are bound to happen, family members will become sick, lose their jobs, or do poorly at school. Responding proactively by having backup plans and being in tune with your emotions can help provide solutions.

To develop emotional intelligence in children, teach them to embrace negative feelings, as the problem does not lie in feeling, but in their reaction to those emotions. The adolescent period is often turbulent and may put a slight strain on the parents if not carefully handled. Family communication boosts connectivity and can provide a sense of security and stability for adolescents. Emotions tend to surge in this period, and adolescents are often confused.

It is a period where social pressure is at its peak, and they are faced with the burden of making the right decision. Parents are saddled with the responsibility of ensuring that their adolescent child is emotionally secure. Yelling at children has been proven countless times to be more damaging than spanking. When you constantly call them names, you tend to reinforce the idea that they are bad in their minds. Over time, they become numb to the yelling and put-downs.

As a parent, managing your emotions and curtailing impulsive behavior helps in creating emotionally stable children. Constant displays of anger through yelling and frequent outbursts result in children who resort to violence when they feel upset. Many children experience difficulties in articulating their thoughts and feelings. Trying to figure out activities that elicit a different range of emotions in them can help you understand where they are coming from. The next stage is to find solutions to the existing problem. A number of methods may fail, but remain optimistic and gather ideas from friends, family, or your family counselor.

Remember that being in touch with your emotions is not a sign of weakness. Children tend to express their intense feelings through crying and this may be difficult to watch, especially in public. Displays of anger like throwing tantrums or screaming in the middle of Walmart aren't a healthy response to negative

emotions. Teach your child that it is not okay to hit or take out their anger or sadness on other people.

You can teach them to be in touch with their emotions by reflecting on their feelings. You could say, "I can tell that you are feeling sad right now." This would help them communicate their frustrations more easily. Establishing creative outlets around the home also helps channel their energy into something positive.

Creating an avenue for children to express their emotions encourages bonding and connectivity. To develop emotional intelligence in your child, understand their point of view and empathize.

Grief

Emotional intelligence can be applied in times of grieving. Nowadays, we place so many premiums on learning how to make better investments and improve our career that we forget to cultivate vital human skills. It is ironic for a society hinged on competency. People tend to shy away from grief, or are usually at a loss for words. Often times we are confused about whether to talk to a grieving person and offer succor or to keep quiet, sit still and let the storm pass.

We can't help or stop the loss of a loved one in many instances. And certainly, our friends do not want us to stay in that overwhelming state of shock and hurt associated with grieving. A curt "I'm sorry for your loss" doesn't always cut it, and may not help reassure the person grieving. Communication is essential in emotional healing. And to support a person who has lost a loved one, we have to communicate in such a way that we leave a path for them to talk openly, without being too pushy.

Body language and the simplest touches like a hug can help a person going through rough times. We can also offer to help, provide accommodation or assist in organizing the funeral if need be. Also saying reassuring statements like, "I'm really sorry you're going through this, how is everyone holding up? What's the most difficult thing right now?" has proven to be very helpful.

Offering to take them out is also a major step as people who grieve often have trouble eating, sleeping, or getting out of the house. If they are reluctant, do not push but try to use the power of persuasion to the best of your abilities. Bear in mind that the aim is not to fix the situation or speed up the process of healing, as

it is unique to each individual. In the process of developing your EQ, you will come across people who do not need those phrases and would prefer to grieve in silence. In such instances, your presence is enough.

Sometimes, people who have lost a loved one may tend to suppress their feelings and shoulder the responsibility of others. They may be seen as bustling, brimming with energy, giving support to others and organizing, as if in a bid to get life back to normal. This suppressed grief will resurface months or years later, and often with ugly consequences. Learning the ability to spot that occurrence early usually accrues numerous benefits.

Suppressed grief may manifest in violent actions, decreased productivity at work, mental health issues, and irrational behaviors. When we are caught up in such situations, or when we spot a person manifesting such characteristics, we should take a step back, and breathe. As previously mentioned, negative emotions are not alien. They are part of being human.

Identifying our feelings and acknowledging them helps build our emotional resilience. Emotional resilience is indispensable in dark times as it helps us simply acknowledge the negative emotions, and bounce back into a more positive space. Grief can be relieved by using the SET (Simple Energy Technique). This involves tapping specific places— acupressure points, to help relieve pressure. Tapping the edge of your eyebrows and other points may seem awkward at first, but it has been proven to get emotions under control considerably.

Grief is often accompanied by denial and a strong unhealthy wish that things had turned out differently. A man who survived a car crash and lost his entire family may replay the scene over and over again in his mind. Replaying traumatic scenes may lead to an overwhelming sense of guilt and depression. If such a situation persists, reaching out to a therapist would be extremely helpful.

Most importantly, do not invalidate the experience of another person. Downplaying and failing to recognize the emotions of others is a sign of low emotional intelligence. Pain thresholds differ significantly between any two individuals, and acknowledging this peculiarity helps when stuck in situations that are completely foreign.

Chapter 10: Emotional Intelligence in Relationships



Emotional intelligence is invaluable if you aspire to have a long-lasting and healthy relationship. Trust, communication, loyalty, and commitment are frequently prescribed as the formula for a healthy relationship. The good news, however, is that EQ encompasses the entire spectrum of these qualities.

A relationship comprises of two individuals, bound by love, goals and perhaps a need for mutual fulfillment. People enter into relationships for various reasons that are valid, as long as there is an understanding and their reason is free from the intent to hurt. The most frequent reason is the need for companionship. In as much as we extol our personal space and self-love, human beings always demonstrate a propensity to meet and share little bits of ourselves with others.

In relationships, we all want our partners to act as our confidant and to give us a sense of dependability and lots of love. Considering the fact that it involves two individuals, who belong to different social strata, who have different experiences and world views, who were brought up by parents that most probably weren't like yours— things are bound to be slightly complicated.

Communication is needed to bridge the gap of existing differences. As already established, communication is a skill thoroughly understood and applied daily by people who possess high emotional intelligence. Creating a healthy relationship is a deliberate act. Therefore, in communicating with your partner, do not start

off on an aggressive, defensive or contemptuous note.

Dr. John Gottman conducted research on couples and discovered that the first three minutes of a conversation determines its outcome. Basically, conversations which start out on a rash note usually end terribly. Sometimes the harshness doesn't stem from words but from demeanor, intent, and even silence. Sometimes, these behaviors are exhibited in reaction to previous incidents. It is for this reason that self-awareness and self-regulation (which involves understanding one's emotions) are of great importance.

In the politics of relationships, empathy is a profitable skill to have. By understanding the emotions and perspective of others, you experience a paradigm shift that can help resolve conflict amicably. In communication, there is listening, and in listening— the ever subtle but powerful art— you unlock a different realm of understanding and learning. You get to know your partner better and you get to understand the ability of compromise.

Compromise involves giving up your selfish interest when there is a conflict of wants and wills. In relationships, your partner will not always want the same thing or follow the same process as you. Conflict and strife can arise because of a discrepancy in interests. It could be from investments plans, interference from third parties, and even more serious issues like the decision to have a child or not, or differences in methods of raising a child. Inconclusive and differing decisions made by parents can have an adverse effect on a child.

Therefore, compromising for a greater good or to reach a unanimous consensus on issues is not a sign of weakness, but an indication of high emotional intelligence. The declivity of most relationships today arises from the inability to put the needs of others before ours, the wanton desire to satisfy our selfish interests first. The most unfortunate aspect of this is that the behavior presents itself like a cycle. People who have been hurt resolve to put themselves first too, in order to protect their space and emotions that were previously toyed with.

In a relationship where the parties involved have a high EQ, there would be empathy and subsequently, a balance of compromise. Since people are inherently flawed, your partner will always have characters that are not exactly pleasant to you. This is where tolerance comes in. Tolerance does not connote endurance and long-suffering at the detriment of your wellbeing. Instead, it presents with the ability to understand, bear with, adjust to, or overlook certain things— the minding of which will result in strife, or plunge the relationship into oblivion.

Emotionally intelligent couples are invested in building up the relationship. Because their impulsiveness is in check, they do not make threats they do not intend to carry out just to get what they want. For example, threatening to break up with or divorce their partner in order to manipulate and subject them into carrying out their wishes. They combine their individual identities and do not let their differences get in the way of what they have.

Being in a relationship does not translate into losing yourself— your individuality, uniqueness, and other things that make you, you. Self-awareness is applicable in this context. Holding on to yourself, but not in absolutism as you now share your life with another, is important in relationships. This establishes the concept of maintaining healthy boundaries.

Boundaries, aside from performing the function of preserving your individuality, help couples avoid the treacherous being that is infidelity. Sometimes, it is not a decision that has been planned and pondered upon, but it occurs as a gradual descent. Lack of emotional intimacy can lead to emotional dependency on a third party. Couples can get healthy feelings of companionship from friends and families, as emotional intimacy is not solely dependent relationship status.

But invariably, the bulk of one's source of emotional intimacy lies in one's partner, in most cases. Boundaries also help protect couples from forces and situations that threaten to separate them. It is like building a barricade, a bulwark, a united front against the forces that are toxic to the relationship. However, boundaries do not involve cutting off friends and families, although this is also a slight possibility if they prove to be toxic. Certainly, this decision would be made with mutual consent. Restricting one partner from having friends or maintaining family ties is a feature of emotionally manipulative partners.

Emotionally intelligent couples are aware of what motivates and drives each other, and they nurture this to the best of their ability. Couples with high EQ constantly motivate each other and fuel their individual passions. Since they are receptive to feedback and constructive criticism, they are capable of receiving critique without feeling like their ego is bruised. Couples correct each other in private and acknowledge each other's counsel and opinions.

Dr. Nichola Schutte proposed that emotionally intelligent individuals have the ability to self-monitor, and participate in perspective taking. This culminates in marital satisfaction if both couples possess high EQ. Since they have the ability to reflect, they can routinely go over ways to improve the relationship and pinpoint aspects where they aren't performing up to set standards. Couples in a

purposeful relationship should have a vision of where they want to be, and how they want to get there. The ability to observe things in retrospect, to go over their previous goals, decisions and the reason for establishing that, helps to build long-lasting relationships.

Individuals with high EQ, understand the intricate relationship between thoughts, feelings, and emotions, and they regulate them accordingly. Thoughts have an effect on our emotions. Thus, a conglomerate of negative thoughts results in negative emotions and feelings. Regulating your thoughts, and constantly reinforcing positive thoughts, leads to positive and controlled emotions. Every day, be reminded of the reason why you love your partner, and why you have chosen to be with him/her. Also, tell them this as much as you can.

Not everyone is born with emotional intelligence inherent in them. It is therefore very possible to develop emotional intelligence, even if you are already in a relationship. Be deliberate about your actions. To be emotionally intelligent, recognize the effect your actions have on others, particularly your partner in this case. Sometimes, something seemingly flimsy like an unfulfilled promise can elicit feelings of hurt in your partner.

When your partner feels a certain way, for example, if your partner feels angry, it is your duty to find out why, the sequence leading to that reaction. William Glasser says all we can do is provide information to another person. Giving a listening ear and trying to figure out why, and the possible solutions to our partner's problems is an indication of how much we value them and the relationship.

In expressing our need for empathy, love, and attention, we should do it in such a way that your partner doesn't feel under attack. It is hard to feel sincere empathy when you are feeling attacked— you would most likely become defensive first because our brains and every cell in our body is naturally wired to protect us first. Trying to manipulate our partners to do as we please by introducing a guilt factor is dangerous.

By using their guilt as a tool against them, you prevent future occurrences of sincere empathy and positive actions. Why? This is because after providing your need in the short term, your partner would begin to question his/her worth to you, and his/her level of assertiveness. Thus, the situation would conflagrate into some sort of power play.

Using phrases like, "If you loved me, you would..." or, "You don't value this

relationship enough, and that is why...", can be detrimental to the growth of any relationship. It is simply guilt-tripping and emotional blackmail because you know that they actually care. Self-awareness is also important in romantic relationships as articulating your own feelings and emotions prevents you from always putting the blame for how you feel on your partner.

Using a journal to keep track of these feelings helps in dealing with them. If you discover that you are always feeling that way— negative feelings in this case— and that it is usually escalated by the presence of your partner, then maybe it is time to address the situation in that sense. Inculcating the ability to manage your own emotions eases the burden on your partner to help you figure everything out. Remember that there is a fine line between loving and needing a person. Being needy connotes and utters dependency that stems from insecurity and low self-esteem.

Therefore, we should take responsibility for our feelings and ask for support from our partner, instead of expecting them to make us feel better automatically. We should ask ourselves how our partners feel, and how we can make them feel better. Also, the importance of communication cannot be overemphasized. Telling your partner what you want and what you feel helps to prevent the common habit of jumping to conclusions.

Unmet Emotional Needs

There is a tendency to project your unmet emotional needs from childhood on your partner. Growing up in a dysfunctional family or society, being tossed from one foster home to another— resulting in a lack of stability, can have adverse long-term effects. It may manifest as growing up and having unrealistic expectations from your partner. It is imperative to note that your partner is not responsible for your overall happiness.

It is your choice to be happy, and your partner can only do so much. His/her efforts may not be adequate to scratch the surface of what your subjective happiness entails. To heal and achieve the level of emotional fitness needed to move your relationship forward, you need to address the underlying issues that plague you emotionally. Only then can you develop a healthy, thriving relationship. You are primarily responsible for your happiness or feelings of resentment and negativity.

Emotional intelligence is integral to the success of any relationship. And frankly, it goes both ways. The two parties involved must possess a substantial amount of EQ in order for them to create a balance. A partner with a low EQ would feel averse to the expression of your feelings. This is because they are often clueless about how to handle such a situation, and the thought of sitting down evaluating and sorting through their emotions and yours scares them to no end.

Furthermore, an individual with low emotional intelligence tends to be emotionally unavailable. This is present as a major complaint in most separations. Often, it is a product of societal and social conditioning. Men are usually victims of 'emotion shaming'. They are taught to suppress their feelings and emotions as a mark of masculinity. Fortunately, emotional intelligence can be learned.

Developing emotional intelligence helps you understand your partner's needs, even if they are not vocal about it. Providing their needs even before they ask can help reinforce feelings of trust and love. It could be something as simple as providing a shoulder for them to cry on. Emotional availability makes it easier for our partners to open up to us and regard us as their confidant. Establishing trust in a relationship helps the relationship last longer.

Emotional intelligence helps you stay invested in your relationship. By cultivating empathy and avoiding the pitfalls that occur in most relationships, you will be able to better handle conflicts.

Spotting an Emotionally Abusive Partner

Emotional abuse, unlike physical or sexual abuse, is often difficult to detect and is undoubtedly more deadly in its subtlety. In the initial stages of the relationship, the abuser may project himself as caring and protective in a bid to win the trust, confidence, and love of the victims. This makes them susceptible to further abuse in the future.

Emotional abuse tactics include gas lighting— psychologically manipulating a person to the extent that they question their own sanity, and their ability to decipher reality—, stonewalling— a refusal to answer or cooperate—, and ignoring, deception, brash criticism, etc. It can be extremely traumatic, and victims often suffer from substance abuse, depression, PTSD, and other long-term psychological effects.

A sign that you may be in an emotionally abusive relationship is that you keep walking on eggshells around your partner. When you constantly evaluate yourself to know if you are enough, when you seek validation at every turn, when you second guess any decision you take and gauge it on the premise of your partner's approval and validation, you are most probably looped into an emotionally abusive relationship. Furthermore, if you see yourself feeling sorry about nothing and everything.

When the abuser constantly demeans and belittles you, self-doubt begins to creep in and you begin to actually believe that you are stupid, dumb, and incapable and that he/she is doing you a favor by being in a relationship with you. Apologizing for everything is a consequence of being tentative about everything you do around him/her. Abusers also tend to control their victims by using finances and sex. They withhold these things from you in order to 'punish' you.

This usually occurs after the abuser has stealthily drained you of your finances, or taken steps to make sure you are isolated from family and friends. As mentioned before, establishing boundaries as couples is necessary, but when it becomes one-sided, it results in a form of abuse. Another feature is that they suddenly withdraw and become cold. This may occur sporadically, and leave you feeling like you are doing something terribly wrong to warrant the silent treatment.

Your partner makes scathing remarks and labels them as jokes. When you react, they label you as being too sensitive and defensive. In reality, beneath every 'joke', there might be an element of truth. Also, emotional abusers would always downplay the achievements and exaggerate the flaws of the victims. Watch carefully how your partner reacts to positive happenings in your life. Do they regard it with disinterestedness, a sneer, or with a reminder that you had set higher bars to achieve?

They may also use the tool of comparison, comparing you to their ex's or even your close friends. They take advantage of your misfortunes and remind you of it every time in such a way that your confidence begins to diminish. Emotional abusers are like connoisseurs at manipulation. Despite their horrible behaviors, victims tend to feel sorry and make excuses for them. For example, blaming his impulsiveness and harshness on his traumatic childhood or the fact that he failed his ACT's multiple times.

Emotional intelligence can be used negatively. Most manipulators combine a

high intelligence quotient with equally high emotional intelligence. Since they understand the dynamics of human nature and how emotions play, they can take advantage of their ability.

Manipulators play on fear, they exaggerate facts and situations in order to elicit reactions from you, that you would otherwise not exhibit. Because they know your emotional response to different circumstances, they twist and adjust the sails to their favor, in order for you to respond a certain way. To avoid this, carefully sift statements to understand if they are implying that you lack courage or any quality that would pressure you into proving yourself. In this situation, maintain your assertiveness. Know that it is completely okay to say no to demands that threaten to erode your moral principles or standards.

Emotional manipulators understand that we love to talk about ourselves a lot. Our achievements, experiences, and fears. They take advantage of this by asking multiple questions that would get you very thrilled to disclose information about yourself, while they refuse to reciprocate this action. This is dangerous as the information they garner will be used against you in the future. While there is absolutely nothing wrong with talking about yourself, ensure that there is a balance and that the individual you are relating the information to is trustworthy to an extent.

People are usually awestruck or intimidated by people they perceive as better than them, and they tend to suck up to them. Manipulators are aware of this, and they may present themselves as suave and debonair. Most are smooth talkers, with a good command of the English language. Their demeanor would hold you spellbound, and you would forget to take everything they say with a pinch of salt. Since it may be difficult to understand their lingo, you may fail to critically analyze what they say to you. Do not be afraid to tell someone to repeat a statement you don't understand.

Emotional manipulators often resort to the use of strong emotions. They exhibit negative emotions in order to make you react on the spur of the moment. To avoid this pitfall, practice the art of pausing before making any decision. They also give you little time to make a choice or decision. They give you an unreasonable amount of time, in order to force you to decide on an issue without weighing the consequences.

This won't come as a surprise, but emotional manipulators are deceitful. They spread rumors, lies, and implant negative ideas in the consciousness of others, for their selfish interest. To avoid being a victim of their deceit, don't take in

everything they say, hook, line, and sinker. Screen what you hear on a filter of truth.

In the workplace, emotional intelligence can be used for dark and sinister purposes. It is important to note this as any mistake in the workplace can send your finances down the drain. We all have a dark side that is suppressed by conscience, morality, religion, and sociocultural factors. These manipulators appear completely normal and extremely talented on the surface, and sometimes you would be tricked into believing that you are the one being sentimental or even malicious.

They usually possess great verbal communication; they know the right people and can make you feel at ease. With their keen sense of empathy, they tend to steal your trust because they 'get you'. They promise a lot but fail to deliver.

In summary, emotional intelligence in intimate relationships is dependent on many factors. The compatibility of two individuals with the same level of EQ is important as past experiences shape our paradigm most of the time. A person who has charm and charisma may use this skill to get what he wants, and not necessarily in a bad way. A person with equally high emotional intelligence may detect this character as a sign of deception, especially if he/she has had a bad experience with an emotionally abusive lover who possessed charm and charisma.

Also, it is difficult for people to recognize the change in us when we improve our emotional intelligence. It is difficult also, for people with a long history together not to fall into old habits and behavior. Sometimes we are even appalled when we look back at the recklessness of our previous behaviors when we had low emotional intelligence.

In the workplace, with friends, with our family— particularly our partners and children, it is imperative that we apply emotional intelligence in everything we do. As humans, we are made of emotions and thoughts and feelings and these cascade into processes that we act out. Setting boundaries, displaying empathy, being receptive to feedback— even when dealing with our children, we have a lot to learn from them— anticipating the needs of our partner and exhibiting tolerance, selflessness, and self-regulation, can help improve our lives in a holistic sense.

Emotionally intelligent people understand that there are principles to all things, and this involves dealing with humans. They apply this knowledge judiciously to all aspects of their lives. Developing emotional intelligence is an important skill

to learn (even though some people are born with that innate ability, it is possible to learn once you are committed) in today's society.

on conjectures and popular opinions because they have a tendency to be misleading. You cannot afford to be carefree about the source of your information especially when you need information on something that can improve your life like emotional intelligence.

Requisite Skills for the Development of Your EQ

The best way to know whether it is possible to develop your EQ or not is to listen to experts in this important field of life. David Caruso and Peter Salovey, who are both professors and have researched extensively on emotional intelligence, affirmed that it is possible to develop your EQ. In “The Emotionally Intelligent Manager”, their publication on emotional intelligence, they identified 4 vital skills you need to have before it will be possible for you to develop your emotional intelligence.

These 4 skills include:

- Being able to identify your feelings and those of other people around you.
- Being able to utilize your feelings in the guidance of your thoughts and reasoning process.
- Being able to grasp the way your emotions tend to change and grow during various unfolding events.
- Being able to remain objective and to use the information supplied by your emotions to make decisions and act accordingly.

You cannot develop your EQ when you struggle to identify your feelings. You should be able to tell exactly how you feel before you can know how to channel it the right way. You must be able to distinguish between bad, negative, and positive emotions because this is core to your EQ. You should be able to tell when you are feeling sad, for example, as that will help you ensure your decision making is not cluttered by that emotion.

You also need to be able to identify the emotions of others in order to know how to relate with them. You should be able to say that a particular person is angry, for example, because that will help you know the kind of things to say to that person without adding “salt to injury”. Once you can identify your various

emotions and those of other people around you, you are ready to improve your emotional intelligence.

Being able to utilize your feelings in the guidance of your thoughts and reasoning process.

It is very vital that you are in charge of your emotions while reasoning and thinking. Imagine you are in a meeting with people who are interviewing you in view of employing you for your dream job and you receive a text. You read the text and it was your younger sibling calling you a fool. As long as you don't feel happy about the incident, you will be acting like a fool indeed if you flare up forgetting that you are in the middle of something important.

Therefore, your EQ can only be on the rise when you are able to lay hold of your emotions while thinking and reasoning. Failure to do that will make your emotions interfere with your thought process frequently and the resultant effect of such malaise is poor decision making.

Being able to grasp the way your emotions tends to change and grow during the various unfolding of events.

There are specific events that change your emotions rapidly. You must be able to identify such situations and plan accordingly. Once such situations occur, you will be able to caution yourself to avoid ruining a perfect day. There is a thin line between having a bad day and having a good day. It takes just one wrong decision to ruin your day sometimes. Being able to learn from the past is a display of intelligence.

The last time someone spoke ill of you publicly, how did you feel? What did you do? You need to identify such key moments in order to be in charge of your emotions. Your detractors can identify that Achilles heel of yours and use it against you. If people know that you will flare up when someone talks about your spouse in a way you don't like, they may use that to make you do something you will regret later.

Being able to remain objective and use the information of your emotions to make decisions and act accordingly.

Your emotions can move from positive to negative in no time; hence, you need to be able to stay objective in spite of how you feel. Doing what you feel like doing is being impulsive because you will wish you never did that when your sanity returns. People who are able to manage their emotions well have perfected the art of ensuring the way they feel does not determine how they act. Quality

decision making is a product of a sound mind that harnesses emotional turmoil.

You must be able to tell yourself things like, “I know I am feeling like sleeping with that sexy lady but my commitment to my wife takes precedence. I won’t do this.” Such key moments are the differences between a quality life and a life full of regrets. Life will throw a lot at you but you must be able to identify what is best for you and what is good for you. The most important skill is being able to tell the difference between the two. Something might be good for you because of the short-term gratification but bad for your long-term happiness.

How to develop your EQ

Having recognized the skills you need to be able to develop your EQ, you are ready for the next step which are the ways to go about the development of your EQ. Below are the ways you can develop your emotional intelligence:

Reduce Your Negative Emotions

An inability to reduce negative emotions does not bode well for you. I understand that it is easier said than done but it is not impossible. A key way to reduce your negative emotions is to evaluate the situation that has led to the way you feel. For example, no one likes to be criticized, especially when it is in the public sphere, but not all criticisms are destructive. You need to evaluate the profile of the person speaking and the validity of their claims.

Profiling the person will help you know why the person might be telling you the things he or she is telling you. Does this person have something to gain from this criticism? If people you know care about you criticize you, they are most likely only trying to help you improve. I know you would have preferred that the criticism is not public but it is practicing humility to accept what was said and improve.

Be Mindful Of Your Use of Words

You have to be careful regarding the things you say to people. You don’t have to let out everything because you are angry. Words are like missiles and impossible to stop once released. You can choose to speak to people politely even when

they don't rate you highly or speak less of you. They will remember your maturity when their sanity returns and will respect you for being noble when you have reasons not to be.

Put Yourself in People's Shoes Consistently

Empathy is the key to emotional intelligence. Don't you get angry because your boss speaks angrily at you and neglects the things you are going through? Don't always expect others to be as emotionally intelligent as yourself, always take the initiative. Also, learn to make excuses for other people. Instead of saying that your boss is such a terrible person, you can convince yourself that he or she might just be having a bad day.

Be Mindful of Things That Stress You Out

You need to also watch out for activities that tend to increase your stress level. Reduce these activities and you will be able to have fewer negative emotions that can cause you to make wrong decisions.

Be Assertive

It is not prideful to let people know the things you feel are unacceptable to you. Sometimes, people assume that others should know what they like and what they don't like. Making it clear to people around you that you don't like a particular thing will help them avoid doing those things to you.

They will have nothing to complain about if you rebuke them when they do those things because they have been warned. It is true that there are people that will do things you don't like just to annoy you, but clearly defining your likes and dislikes will help reduce such occurrences.

Be Open to the Opinion of Others

When you only hear your own voice, you cannot improve the quality of your life. There are times you did something or thought about something in a particular way and felt you are right but you realized you were wrong after seeking the opinion of someone else. Learn to ask for the opinion of others and compare and contrast. You will make better decisions this way and also gain the

trust of others.

Be Patient

Learn to delay your decisions for as long as possible. Decisions made in a hurry will come back to haunt you. Take your time and think through before doing anything. You can speak to people you feel are in a better position to help you whenever you can. Some decisions look like no-brainers but you will realize that they are not in hindsight. Unless you definitely have to respond instantaneously, take your time because decisions made thoughtfully always have a higher chance of being right than the ones made immediately.

Chapter 12: Obstacles to the Improvement of EQ



There are things you need to be wary of because of the adverse effect they can have on the development of your EQ.

Once you are able to successfully navigate through these obstacles, you will be ahead of the curve when it comes to being emotionally intelligent.

Below are the challenges you need to surmount to rate high in emotional intelligence:

Not Realizing You Need to Change

Change is constant in life. However, it depends on the kind of change you are talking about. Change is constant because you will either get better or worse. Stagnancy does not really exist when it comes to human development; deterioration is what is constant when you are not getting better. In other words, positive changes are not constant, they demand to be deliberate and committed.

It is, however, not possible to improve the quality of your life when you don't even realize or agree that you need to improve.

It is only after you have come to realize that you need to take purposeful steps to change your life that you can make the necessary changes. Hence, until you agree that you need to improve your EQ, you can never take any step to develop it. As much as it is good to have people around you that love you unconditionally, you need to be sincere with yourself to improve the areas of your life and to improve your EQ.

Not Being Ready To Change

It is one thing to realize and agree that you need to change; it is, however, a different thing entirely to be ready to pay the sacrifices attached to the positive change you crave. There are no free gifts in life. Every gift you receive was paid for by another person. No one can improve your life for you more than your own willingness to do that. Developing your EQ demands deliberate efforts that require your commitment.

Hence, don't just sit there and hope that a miracle will occur somewhere that will make you suddenly begin to improve. You must be ready to work your socks off. Thus, once you have agreed with yourself that you need to improve your level of emotional intelligence, you need to also start doing everything necessary to improve in the way you handle your emotions and those of the people that come your way.

Accepting Defeat

Some people have a deterministic view about life where they feel whatever comes their way is their lot. This view makes such people accept anything that comes their way and they rarely make any attempt to take deliberate steps or concise efforts to improve the quality of their lives. Such people will see their inability to manage their emotions effectively as just their 'personality'. This is their grand excuse for acting impulsively and having difficulties with maintaining excellent relationship with others.

I am not denying that your personality has a role to play in the way you behave,

but there is a lot you can do to improve the way you act. Hence, you cannot afford to throw in the towel yet because there is still room for improvement. You can either chose to do nothing about your EQ or challenge yourself to make the necessary commitment to improving your emotional intelligence.

The Wrong Company

I am not talking about a firm, I am talking about the kind of people you have around you. You cannot grow beyond the kind of influence you have around you. When you surround yourself with negative people who don't care about the way they go about life, you will find it difficult to grow in the way you manage your emotions. Be around people who genuinely care about you as such people will accept you in spite of your deficiencies and help you grow.

They will not let you be contented with your flaws; they will work in tandem with you to help you grow and fulfill your potential. When you have such people in your life, don't let pride or offense set in and make you lose them. Value such people and see to it that the relationship continues to blossom. The quality of your life depends on such people.

Trying To Be Perfect

As much as it is important to ensure that you keep growing and getting better as a person, you will never be perfect. The faster you accept the fact that you are human and will flop once in a while, the better for you. Developing your EQ is not all about becoming a perfect person but improving yourself so as to improve the quality of your life. Hence, whenever you make a mistake, move on.

You will never be able to develop your EQ if you are trying to live a life that does not have any mistakes. What you need to do is to ensure that your mistakes decrease in frequency and that is the essence of being committed to developing your EQ. There is no one who does not make mistakes. Hence, you should not consider it an anomaly that you did something you should not have done.

Not Giving Room for Growth

This is particularly important if you function in one leadership role or the other. When I said “leadership role”, I am not outrightly referring to being the C.E.O. of a company. As a father or mother, you are also a leader because you need to lead your children correctly. As a leader, you must be willing to give room for growth. In other words, as much as you want people to be productive and effective, you have to also allow them to make mistakes and learn from them.

Knowing when to be stern and when to pat people on the back is key to emotional intelligence. When you allow people to grow and become better, you will have a larger heart which is unconsciously developing your EQ. Therefore, you will not only harm the people you are leading when you don’t allow them to grow, but you will also hamper your own growth as an individual.

Letting Every Opinion Matter

It is important to listen to the opinion of others but every opinion must not count to you. There will always be ridiculous people who have chosen to make you feel miserable. There is no one, no matter how good they are, that is disliked by absolutely no one. Hence, you will only be denying yourself the necessary room to develop your EQ when you take everyone who criticizes you seriously.

You must be able to know the difference between people who criticize you because they want you to become better as a person and people who are all out to bring you down. People who criticize you to bring you down will hammer on every fault and try to disrupt your rhythm. You must be determined to be focused and ignore such people. Trying to please such people is pointless because there is nothing you can do that will ever be good enough for them.

Being a Destructive Critic

You don’t want people to talk you down just to distract you, you should also not do the same to others. When you are concerned about bringing others down, you will not be able to grow also. You will be too busy designing new techniques to attack others to come up with ideas to improve your own life. Not doing to others what you also don’t want them to do to you is a simple but important life principle.

Get busy with improving your own life and developing your own EQ rather than saddling yourself with the task of bringing others down. Never forget that people only criticize those who have decided to go out there and do something important in life. No one criticizes people who don't do anything meaningful with their lives because such people don't count. It is hypocritical to want others to be kind to you while you are always ready to attack them when they make mistakes.

Getting Stuck in the Past

When you get stuck in the past, you will never be able to take advantage of the opportunities of today and the ones that will come your way in the future. I understand that you might have done things that make you feel like a complete idiot, but we all do that. When you talk to people you cherish and hold in high regard, you will realize that they have also made the wrong choices in the past. Hence, your case is not different.

It is when you have refused to forgive yourself and move on that you are truly making a mess of your life. You should treat your past as a lesson that will spur you to make better decisions in the future. There are endless opportunities to thrive and make the best out of your life but you will never be able to make use of these opportunities when you keep crying over “spilled milk”.

life is way too risky for that kind of action. When you have a plan, you will always be afraid of the outcome of your decisions but having an alternative plan gives you peace of mind.

A plan B is not even good enough; you should have a plan B, C, D, E, F..., and Z. So, as you invest in that business, also look out for another business you can also invest your money in. In case you don't get the kind of yield you expect from that business, you will have another option you can look forward to. Some people see having other options as being afraid but that is not true. Having other alternatives is being shrewd. There will never be any time you will be at the mercy of anyone when you can access other options.

Stress Management Skills

Stress can make you anxious or nervous. It is okay to be anxious or nervous once in a while because of the sensitivity of a task you need to carry out. However, it becomes an issue when you are unable to perform as you ought because you are nervous. You can reduce anxiety by reducing your temperature. You can drink some cold water to help with this. You can also reduce the rate at which you consume caffeine to help with this.

Caffeine is a stimulant and can increase your anxiety level when not properly handled. Hence, you can stay off caffeine or reduce the quantity of your intake during periods when you need to handle situations that are tense. Simple things such as these will improve the way you handle yourself and others. The most important things in life are not necessarily complicated things but simple things you feel are too simple to be taken seriously.

Try Aerobic Exercises

Aerobic exercises can help you reduce fear and depression. You will be surprised to find out that you will be able to dissipate negative emotions as you move your body. Your calmness will return and you will be able to think clearly again. These exercises affect your heart rate and also make your circulatory system continue to function the way it ought to function. Examples of such exercises include taking a brisk walk or skipping with a jump rope.

Reduce the Use of Sentences That Begin With “You”

This comes in and when you feel that you are not getting what you deserve from a person or from a corporate body. Sentences that start with “you” during those moments often lead to pointing an accusing finger which makes people uncomfortable. You will be reducing your chances of getting what you want when you talk that way, especially to people who are superior and have the capacity to deny you or delay your entitlements.

By simply addressing the situation without pointing accusing fingers shows to them that you understand the situation in spite of the fact that you have not gotten what you want. Avoiding sentences that start with “you” will help you to avoid becoming defensive which pisses off people. When you are defensive, you will only see the faults of others and neglect yours. Instead of saying “you have not been listening to me”, you can say “I would appreciate if you can hear me out please”.

Those listening to you will also not be defensive when you don’t point accusing fingers at them. They will want to hear you out and will most likely be ready to negotiate with you and even make compromises when they see that you are not making them responsible for the unpleasant situation you have found yourself in. This will not take anything from you, it will only allow you to reduce the rate of having to deal with negative emotions accusations often generate.

Take a Deep Breath During Tense Situations

There is no way you can escape having one or two difficult people in your endeavors in life. If you are lucky not to have such people as your spouse, they could be your boss or work under you. You will definitely come across such people at one point or the other. Hence, it is better to determine long beforehand what you will do when you come across such people rather than hope you will never have an encounter with them.

During tense moments when you feel like speaking in annoyance, learn to take deep breaths and slowly count to ten. You will have a better grip on your emotions when you do this. You will think about other means of resolving the situation during this moment and find an alternative dispute resolution rather

than speak out of anger. Words spoken out of anger are usually “poisonous” and intended to hurt the other person.

Most times, even when you are in the right, you will end up regretting the things you say because you are angry. When you are angry, you are likely going to reveal secrets the person kept with you before your annoyance. You will go all out to hurt the person and this will not help you or the people around you.

Don't Hold Back Compliments

You will often be told not to let out negative emotions but it is equally important to let out positive emotions. I mean, always look out for opportunities to tell people good things about them. Tell people they have done well when they are doing well and mean it. When you tell people that they are doing well when they are not doing well, you are not helping them. It is mere flattery and they will eventually mark you out as an insincere person in the long run.

Hence, you don't have to go overboard. Simply look out for the right things they do and sincerely compliment them about those things. Let people around you know they are looking good. It helps boost their confidence and perceive you as a positive person. When you have a culture of telling people they are doing well when they do will make them open to hear you when you point out the areas that they need to improve. They will not see you as someone who is criticizing them to make them feel bad.

Listen and Truly Listen

It is one thing to listen hypocritically to people so that they will not accuse you of not listening to them, it is another thing to listen to people because you want to hear them objectively. There are different reasons that people listen. Some people listen so as to be able to find loopholes to attack the person they are listening to. You should not do this because it is not helpful. You will totally miss out on anything the person has to say that can help you get better.

You should listen to people because you are interested in whatever they have to say. Practicing active listening shows you are humble and don't see other people as nonentities. When people around you notice that you listen to them to combat

them, they will be reluctant to tell you things even when they feel it will help you. They will also be reluctant to open up to you about themselves.

Conclusion

Without any controversy, if you have read the book attentively, you should have a good knowledge of what emotional intelligence is all about by now. You should not feel like a fish out of water when people talk about the art and practice of handling your feelings properly in order to make quality decisions. The painstaking approach to provide credible information taken towards writing this book guarantees that your knowledge level about emotional intelligence is improved considerably after reading the book.

However, any knowledge that cannot be used to improve your experience as a person is worthless. There is no point in reading a book that cannot help you make changes in your life. I am convinced that the reason you chose to read this book is that you felt convinced in your heart that it has contents that can help you excel in certain areas of your life. However, that purpose will be defeated if all you do with the knowledge you have garnered with this book is to tell people that you once read a good book on emotional intelligence.

The fact that you read a good book on emotional intelligence does not translate to being able to manage your emotions and those of others well. It is when you choose to internalize the ideas that have been passed across to you in a book that the book can make the desired impact in your life. Hence, I urge you to write down important tips to develop the EQ that you have learned in this book and start practicing them.

When you read a book that has quality content such as this book, people around you must be able to feel the impact. They should notice the changes and ask you what has happened to the old you. Let the impact of what you have learned appear in your attitude and behavior. When this happens, you will be able to recommend the book to others and they will also want to read it because they have seen how the book has affected your own life too.

There are still a whole lot of opportunities to improve the quality of your life as a person by getting better in your EQ. Never say never because it only ends when you decide to quit. Those who quit will never amount to anything tangible in life. Always look at the bigger picture and have a positive approach to life. A positive mindset will always spur you to look for means to get better. Your best days are ahead of you. Stay positive and keep growing.