

"EMOTIONAL INTELLIGENCE"

WORKBOOK

CONTENTS

Introduction.....	Page 1
Emotional Intelligence Quiz.....	Page 2
Scoring Your Emotional Intelligence Quiz.....	Page 5
Exercise 1 Handout.....	Page 6
Exercise 2 Handout.....	Page 7
Exercise 3 Handout.....	Page 8
Exercise 4 Handout.....	Page 9
Exercise 5 Handout.....	Page 10
Wrap-Up Exercise Handout.....	Page 11
The Five Competencies of EI.....	Page 12
Evaluation Handout.....	Page 17
Bibliography.....	Page 18

INTRODUCTION

Emotions have never been completely welcome in our worklives. Most of us have traditionally been conditioned to leave emotions “at home”, believing that, to be effective, we need to base all our team strategies and decisions only upon cold, logical, “intelligence”.

And yet, as we all know, emotions are a fundamental part of who we are, and of working with others. They can't be left out of the picture. In fact, to do so often guarantees that suppressed emotions will flare, causing increased conflict and impacting climate and morale.

But what if we were to view emotions in a different way altogether, as another kind of “intelligence”, beyond reason and logic? An intelligence that — if we could learn to access it — could become nothing short of a touchstone to greater collaboration, a higher level of influence with others, more productivity and effectiveness.

The fact is, such an intelligence exists — it's called “emotional intelligence”. Unheard of only a decade or so ago, emotional intelligence, or EI, has become something remarkable in the past few years — the centerpiece of mainstream organizational training. Entire conferences are now devoted to discovering its secrets, and virtually everyone has an opinion about whether it is really “new” at all.

But what is emotional intelligence? And haven't we always had it? In CRM's new program EMOTIONAL INTELLIGENCE, you will learn that emotions are far more than just the “distraction” to our worklives that we've been conditioned to believe. In reality, human beings have evolved into emotional beings for some very good, practical reasons. In fact, as a wide range of psychologists, performance specialists and organizational consultants have proven conclusively, emotions have immense practical value in helping us to be flexible and adaptable just as our worklives have come to require flexibility and adaptability in large proportions!

As the pace of workplace change increases, and our workplaces make ever greater demands on our cognitive, emotional, and physical resources, emotional intelligence will continue to emerge, not as something “nice” to have, but as an increasingly important set of “must-have” skills.

In organizations as diverse as Kaiser Permanente, State Street Bank, Nichols Aluminum — even the Canadian Men's Olympic Volleyball Team — you will see EI in action, helping real people grapple with real-world challenges by combining their native intelligence along with emotional intelligence strategies similar to those provided in the accompanying Leader's Guide and Ancillary Materials.

It has been said that the farthest distance known is the distance from the mind to the heart. By learning and utilizing EI, you and your organization will be able to shorten that distance, and create teams of astonishing capacity and effectiveness.

Isn't it time you harnessed the power of emotions in the service of your team's goals?

Kirby Timmons
Creative Director, CRM Learning

CRM *learning*

EMOTIONAL INTELLIGENCE QUIZ

Directions: The following 10-question quiz is designed to give you a general idea of how much you currently know about being emotionally intelligent. It will take about five minutes to complete.

Fill in the circle for the answer which reflects what *you* would do in that situation. When you are finished, the workshop leader will go over the scoring process with you and help you interpret your results.

This Quiz is provided compliments of Emotional Intelligence Services.

WHEN IT COMES TO EMOTIONAL INTELLIGENCE, HOW SAVVY ARE YOU?

1. You are on an airplane that suddenly hits extremely bad turbulence and begins rocking from side to side. What do you do?

- Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.
- Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.
- A little of both a and b.
- Not sure - never noticed.

2. You are in a meeting when a colleague takes credit for work that you have done. What do you do?

- Immediately and publicly confront the colleague over the ownership of your work.
- After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.
- Nothing, it's not a good idea to embarrass colleagues in public.
- After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.

3. You are a customer service representative and have just gotten an extremely angry client on the phone. What do you do?

- Hang-up. It doesn't pay to take abuse from anyone.
- Listen to the client and rephrase what you gather he is feeling.
- Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.
- Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.

4. You are a college student who had hoped to get an A in a course that was important for your future career aspirations. You have just found out you got a C- on the midterm. What do you do?

- Sketch out a specific plan for ways to improve your grade and resolve to follow through.
- Decide you do not have what it takes to make it in that career.
- Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher.
- Go see the professor and try to talk her into giving you a better grade.

5. You are a manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?

- Ignore it. The best way to deal with these things is not to react.
- Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.
- Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.
- Suggest to the person telling the joke he go through a diversity training program.

6. You are an insurance salesman calling on prospective clients. You have left the last 15 clients empty-handed. What do you do?

- Call it a day and go home early to miss rush-hour traffic.
- Try something new in the next call, and keep plugging away.
- List your strengths and weaknesses to identify what may be undermining your ability to sell.
- Sharpen up your resume.

7. You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do?

- Tell her to forget about it-she's OK now and it is no big deal.
- Put on one of her favorite tapes and try to distract her.
- Join her in criticizing the other driver.
- Tell her about a time something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.

8. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What is the best thing to do?

- Agree to take a 20-minute break before continuing the discussion.
- Go silent, regardless of what your partner says.
- Say you are sorry, and ask your partner to apologize too.
- Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.

9. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?

- Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.
- Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.
- Begin by asking each person individually for ideas about how to solve the problem.
- Start out with a brainstorming session, encouraging each person to say whatever comes to mind, no matter how wild.

10. You have recently been assigned a young manager in your team, and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?

- Accept that he "does not have what it takes to succeed around here" and find others in your team to take on his tasks.
- Get an HR manager to talk to him about where he sees his future in the organization.
- Purposely give him lots of complex decisions to make so that he will become more confident in the role.
- Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.

SCORING YOUR EI QUIZ

Compare the answers you checked on your quiz to the list below. Determine the number of points associated with the answer you gave and enter this number in the right hand column of your scoring sheet. Total your points at the bottom of the page.

- | | | | |
|--|--------------|---------------------------------------|--------------|
| 1) A = 10
B = 10
C = 10
D = 0 | _____ points | 6) A = 0
B = 10
C = 5
D = 0 | _____ points |
| 2) A = 0
B = 5
C = 0
D = 10 | _____ points | 7) A = 0
B = 0
C = 5
D = 10 | _____ points |
| 3) A = 0
B = 5
C = 0
D = 10 | _____ points | 8) A = 10
B = 0
C = 0
D = 0 | _____ points |
| 4) A = 10
B = 0
C = 5
D = 0 | _____ points | 9) A = 0
B = 10
C = 0
D = 5 | _____ points |
| 5) A = 0
B = 5
C = 10
D = 5 | _____ points | 10) A = 0
B = 5
C = 0
D = 10 | _____ points |

_____ Total Points

WHAT YOUR SCORE MEANS

This quiz is designed to measure how well you currently comprehend the concept of emotional intelligence. 100 points is the highest score and 50 is average. Your workshop leader will help you better understand what your answers mean in relation to your knowledge of emotional intelligence and how you can increase your awareness of key EI competencies.

EXERCISE 1 HANDOUT

NAME THAT FEELING

"SELF-AWARENESS"

When we feel emotional reactions to situations, we don't always realize what is behind that reaction. It's important to stop and ask yourself "Why do I feel tense?" and to identify the feeling behind it.

Directions: Read the list below and write down what you would be feeling if you were in that situation. There is a range to our emotions, so be specific. (For example, "mad" might really be "frustrated," "angry," "enraged," "furious," or "disappointed.") And remember, you may have more than one feeling, so list all of them.

1. No empty parking place _____
2. A slow line at the grocery store _____
3. A surprise birthday party for you _____
4. Making a presentation to upper management _____
5. Receiving an unexpected bonus in your paycheck _____
6. No rental cars available, even though you reserved one _____
7. A phone call from an old friend _____
8. Leaving on a trip to Tahiti tomorrow _____
9. Being told on Friday that you need to work on the weekend _____
10. Sudden rainstorm and you're wearing your best suit _____

Now, either with a partner or with the trainer as a group, examine what could be the consequences of some of these emotions. For example, "When I get frustrated over not finding a parking place, it puts me in a bad mood for the morning meeting..."

EXERCISE 2 HANDOUT

WHAT ARE YOU TELLING YOURSELF LATELY?

"SELF-REGULATION"

Self-talk is very revealing. What you tell yourself goes immediately to your subconscious where it increases or decreases your anger or other emotions. Repeated negative self-talk leads to exaggerated and irrational thinking.

Directions: Make a check in the left-hand column next to any of the following remarks which you have said to yourself recently.

___ They always take me for granted. _____

___ I'm always late. _____

___ No one ever helps me. _____

___ Everyone gets paid more than I do. _____

___ No one ever listens to me. _____

___ It'll always be this way. _____

___ Everything I do gets messed up. _____

___ I never get the credit I deserve. _____

Now that you are more aware of your self-talk, ask yourself *why* you say those things? Remember the law of attraction: *Whatever we focus on is what we attract.* To the right of each remark, list some questions that you could ask to help you change to become less negative. (ex. If you are late, why are you late? Are you only late to meetings? Be more specific and less general.)

EXERCISE 3 HANDOUT

EYE ON THE GOAL

"SELF-MOTIVATION"

Every job has its mundane or unpleasant tasks, be it weekly reports, photocopying, or performance reviews. Yet they must be done to reach a greater goal. A big part of self-motivation in emotional intelligence is learning to connect in a positive way with everything that you're doing.

Directions: After you fill out this worksheet, share it with your neighbor.

1) Identify a few aspects of your job which make you uncomfortable or bored: _____

2) Why are each of these tasks important? _____

3) How might you think about these tasks differently so that you can take greater satisfaction in doing them?

EXERCISE 4 HANDOUT

COMMUNICATING AT ALL LEVELS

"EMPATHY"

There are four levels of communication: **superficial, fact, thought, and feeling**. With some people, you never get past the first two levels. To increase your Emotional Intelligence and empathy, you want to reach that last level and share your feelings with others more openly so that they will open up and trust you, improving communication overall.

Directions: Break into groups of four. Each of you will have this worksheet. You will fill out the first line asking for a superficial comment. You will then pass your paper to the person on your right, while getting a new worksheet from the person on your left. Fill in Line Two where you will write down a fact. Continue passing the worksheets until all four lines are filled and your original paper comes back to you.

- 1) Superficial statement _____
(Ex., "Hi" or "How you doing?")
- 2) State a Fact _____
(Ex., "It's raining")
- 3) Express a Thought _____
(Make sure that it *is* a thought!)
- 4) Share a Feeling _____

Read others' comments on your sheet and see if you agree with their categorization. Offer your best examples to the trainer for a group list on the flip chart. Consider how switching levels of communication can help others to manage their emotions. For example, if someone is very angry, it may help to switch from feelings to facts.

EXERCISE 5 HANDOUT

ENTHUSIASM, IT'S CONTAGIOUS—PASS IT ON! "EFFECTIVE RELATIONSHIPS"

There is something that excites you about your line of work. Is it a great established product or a new one coming out? Maybe it's the expansion of the market or potential for wider distribution? Could it be your customers or the people you work with?

Directions: List the three things that most excite you about your job and tell why those aspects are so appealing

1) _____

2) _____

3) _____

Now break into pairs. Pretend you're trying to recruit your partner to come work with you. Go through the points that you've listed and your explanations.

Then ask your teammate:

- Do you believe I was sincere?
- Do I seem genuinely excited or just acting like I am?
- Does my enthusiasm make you want to come work here?

WRAP-UP EXERCISE HANDOUT

A FEW NEW THINGS I'LL DO

Now that you know much more about the five competencies which increase our Emotional Intelligence, it's time to think about how you'll put them into action to raise your EQ.

Directions: Fill in the following blanks to create your own plan of action for when you return to work. Remember, you must be honest with yourself and engage your emotions, rather than keeping them at bay. With awareness comes responsibility — and by becoming fully aware, you make better decisions.

The most important thing I learned from the emotional intelligence training is _____

Right now, I feel that I am strong in the competency of _____

The emotional intelligence competency which I most want to work on is _____

Specific things that I will try to do to raise my emotional intelligence are: _____

THE FIVE COMPETENCIES OF EMOTIONAL INTELLIGENCE

The following section presents all five competency areas of emotional intelligence. After each summary, you'll find methods for building your skills in each competency.

#1 – SELF-AWARENESS

Self-awareness is the cornerstone—the foundation—that supports all of the other emotional intelligence competencies. It must come first because if we don't know ourselves and what we're feeling, how can we possibly know or understand someone else and how they feel?

Self-awareness is knowing what drives us and what we're passionate about. It leads to jobs that make us happy, where we'll be more productive. It leads to relationships, both working and personal, where we'll be more constructive and positive. And it leads to lives that are more honest, which will make us more satisfied.

The more we know about ourselves, the better we are able to control and choose what kind of behaviors we'll display in a work setting. Self-awareness is about knowing where we are now and where we want to go, so that we'll be willing to change to get us there.

Without self-awareness, our emotions can blind us and guide us to do things or to become people we really don't want to be. If we are aware of our feelings and thoughts, we can choose how we will act or react in a given situation or to a certain person. With this choice comes power. The kind of intrinsic power that no one can take away from us.

To become more self-aware, you must:

- *Learn the difference between thoughts or feelings.* It is extremely important to know the difference between "I think" and "I feel" if you are to know yourself better. Practice asking yourself, "Is that a feeling or a thought driving that conclusion?" For example, "I think the new phone system costs too much" and "I feel concerned about taking on another project."
- *Ask yourself how you're feeling throughout the day and be honest.* Your heart races or you blush or you're short of breath—each of these is usually a gut reaction. Ask yourself, "What is the feeling behind it?" Name that feeling—fear, anxiety, eagerness. Even if it may be painful, don't let up because it is better to face the pain now than to rationalize it away and have it come back to haunt you later.
- *Be open to input from others.* Friends and associates can often enlighten us about our behavior. Ask co-workers for feedback on how you come across and whether you seem "authentic" and honest about yourself.

#2 – SELF-REGULATION

While the first step is self-awareness, to listen and learn from our gut feelings, the second step is to regulate those feelings and manage them so they do more good than harm. Our passions can be contagious and energize others, but our ranting and ravings can damage work relations beyond repair. Checking those emotions is what self-regulation is all about. It's giving the rational side time to temper our feelings when needed.

When we are angry, we cannot make good decisions and often react inappropriately by blowing an incident out of proportion. We lose our perspective. By learning to manage our emotions, we become more adaptable and innovative in stressful situations.

Self-regulation helps us act *intentionally* rather than reactively. When we strive to be intentional, we mean what we say rather than spouting off without thinking, and later regretting the impulsive act. Those employees who are good at self-regulation and manage their emotions well are very good in their mood management. They handle stress well, their communication is frequent and consistent, and they tend to offer more feedback to co-workers.

Here are some tips to help you with self-regulation:

- *Monitor your self-talk.* Often we use negative self-talk because we work out of fear instead of power. This leads to a distorted perspective of what is going on. Working out of fear leads to making very poor choices or no choices at all, which makes us feel like a victim. Awareness, on the other hand, leads to accepting responsibility, making choices and, usually, resulting in appropriate action. Consequently, there is a feeling of empowerment.
- *Accept responsibility for your emotional responses in the workplace.* When you're willing to be accountable, you are acknowledging your own power.
- *Anticipate emotional "triggers" and prepare to manage them.* We all have things that we dread doing—quarterly reports, billing customers, too many meetings—which can set us off. Know what gets to you and defuse the situation in advance through planning and preparation. Give yourself more time, a quiet place to work, soothing music—whatever will calm you and prevent the trigger from being set off.
- *Reframe an irritating situation into a problem-solving exercise.* When you encounter a situation that provokes an undesirable emotional response, decrease your anger by focusing on the behavior. Reframe it to make the behavior the problem, and not the person. Then think about what you can do to defuse that behavior or to minimize how much it bothers you the next time.
- *Use humor!* While other people get upset, try to find something funny to laugh about. It will boost your mood, help you use your IQ more effectively, and will make you less critical of others.

- *Never underestimate the power of taking deep breaths.* Increasing the flow of oxygen to the brain eases tension, clarifies thinking and has a relaxing effect on our psyche and body. It also gives you a moment to collect your thoughts and to think before you speak.
- *Remove yourself from the situation and keep moving.* There are major benefits in distancing yourself from a bad situation and re-directing your energy into a new activity, whether it's clearing off your desk, checking your e-mail, re-organizing your shelves or taking a quick walk around the building. Any of these can help you regain your perspective, increase your alertness and re-energize you before returning to work.

#3 – SELF-MOTIVATION

Once we are aware of our feelings and have learned ways to manage them, the third step is to direct the power of our emotions towards a purpose that will motivate and inspire us. Self-motivation is about visualizing the achievement of a goal and taking the necessary steps to get there.

Athletes use their emotions to psyche themselves up for competition. They consciously generate feelings to motivate themselves for the challenge-at-hand. The same technique is effective in the workplace to raise job performance.

Recent statistics show that 80% of Americans do not like their jobs. For many, they are unable to see through the mundane parts of their work to the ultimate goal of the project or task. Thus they are not committed. These are the employees who haven't quit their job but they may as well have, because mentally and emotionally, they're not there. Consequently, they're fearful, they're not resilient, and they resist change.

Employees who are highly self-motivated realize that every job has its less enjoyable elements, but they plow ahead. They can envision reaching the goal which gives meaning to the mundane.

The strongly self-motivated workers also accept change and are more flexible. New twists and unexpected turns don't bend them out of shape. They have better attitudes, take more initiative and do balanced risk taking. But most of all, self-motivated employees persist toward goals, despite obstacles and setbacks.

Various ways to bolster your self-motivation are:

- *Be aware of how you explain setbacks to yourself...stay realistic.* Realize that you can control and choose what you are thinking and feeling. Identifying to what degree you are responsible for a setback, and how much other people or circumstances are responsible, affects how you follow through. Increase your persistence by keeping things in perspective.
- *Connect your goals with your values to get energized.* When you can tie your work to something that has meaning to you, and engage your emotions, then it is easier to build your momentum for work tasks. Keep your eyes on the goal and follow through, so you can enjoy the satisfaction of completing whatever project you've begun.

- *Strive for reaching a “flow” state while working on projects.* Achieving a “flow” mentality is to be completely consumed in the moment—unaware of the past or future—and being so focused on the task at hand that your brain is oblivious to everything else and becomes a “quiet mind” awash in adrenaline. This total absorption leads to performing to one’s best ability.
- *Visualization.* By creating a vision of a challenging situation which you’ll be facing, you can experience the feelings as if you were actually going through it. Such practice helps prepare and calm you for the real event, as well as stir up your enthusiasm and instill confidence.
- *Keep learning!* Pursuit of knowledge will build on your areas of strength while shoring up those areas where you are weaker. By adding new tools to your collection, you’ll be more valuable and versatile.

#4 – EMPATHY

Once we have become more honest and intentional with our emotions, it is time to look outward. Emotional intelligence is both tuning into our own feelings *and* tuning into the feelings of those around us. It means responding to others appropriately, with sensitivity and compassion.

Empathy is being able to see from another person’s perspective. It’s good to acknowledge other people’s emotions—sad, angry, ecstatic, puzzled—while still remembering that those are their emotions, not ours. We should try to understand where those feelings come from, but, keep in mind that we are not responsible for them.

Empathy begins with listening. As EQ consultant Chris Casper points out, “Nobody in life will listen to us unless they feel we have listened to them.” Someone who is empathetic listens and responds, and can’t help but display sensitivity and concern. This makes a connection with people. Individuals who lack empathy are more focused on their needs and pay little or no attention to anyone else’s. No connection is made.

Being attuned to customers’ or clients’ needs and emotional responses is particularly important in the service industries, where empathy comes into play at all levels: in reading clients’ cues, in working as a team of members from different departments, in working as a team with diverse cultural backgrounds and experiences. Empathy is the glue that will bind the group together to work successfully.

Some of the techniques for enhancing your empathy are:

- *Look for nonverbal cues as well as listening for verbal ones.* Studies show that words account for only 7% of a communication. Tone and speed of speech is 38% of the message, while 55% is unspoken and revealed through body language—posture, eye contact, facial expression and so on. Listen for verbal and nonverbal cues to gauge someone’s emotional response.
- *Share and be honest about your feelings.* Good communication leads to trust. The more open and willing you are to share your feelings, the more trust and openness you’ll inspire in others. The greater the trust in a corporate environment, the higher the performance.

- *Be consistent so that your spoken and unspoken messages match.* You want what you are saying to match what you are doing. This proves that you're being honest, or authentic, which builds trust. For example, smile when you tell someone that you're happy to see them, instead of frowning or looking away.
- *Take the kinder road whenever possible.* There are many ways to deliver opinions and criticism. You can be honest and still give positive feedback which increases confidence. Constructive feedback increases competence. Using both shows your employees that you truly mean to help them succeed.
- *Try to see from the other person's perspective.* Empathy is about imagining what it would be like to walk in someone else's shoes. Go ahead—give people the benefit of the doubt. We ought to assume that everyone is doing the best that they can with the resources they have at the moment.

#5 – EFFECTIVE RELATIONSHIPS

Mastering the abilities of self awareness, self regulation, self motivation and empathy pave the way for attaining a greater skill in effective relationships. This fifth competency is about interacting with people successfully and being adept at managing emotions in others.

The greatest pay-off for leaders who are good at effective relationships is becoming the kind of boss people want to work for. In this transitory time we live in, key staff will leave if they are unhappy. This would mean instability, discontinuity and disruption to the organization, not to mention the added expense of hiring and training replacements.

With heightened social skills, leaders are better communicators and better collaborators. Current research indicates that more than anything else, leadership practices have the most impact on a work environment.

Some of the techniques for having more effective relationships are:

- *Share your passion and enthusiasm for your job and the organization's vision —it's contagious!* The more employees hear your own excitement for a project or goal, the more they'll be excited, too. Then their work has more meaning for them. Keep the vision visible.
- *Create an inspiring work environment.* If you have shown honesty, trust and appreciation toward your employees, you've created the perfect environment for them to do their best work.
- *Engage in creative brainstorming.* Not only is brainstorming good for generating fresh ideas, but the process builds rapport and trust among team members. This could smooth the way to future collaborations because of the creative bond that's been formed.
- *Be willing to coach or mentor others **and** be open to being coached yourself.* This is the most important relationship skill in the workplace. By sharing your knowledge and expertise with other workers, you are bringing along the next generation. And by allowing someone to coach you, you're showing that you're receptive to others' ideas and that you don't "know it all."

PARTICIPANT EVALUATION

Please take a minute to fill out this form before you leave. No name is necessary. We're interested in your honest feedback so we may improve this workshop.

A—Strongly Agree B—Agree C—Disagree D—Strongly Disagree

In the blank spaces below, fill in the letter that best reflects your feelings about the following statements:

- ___ 1. The video program, *Emotional Intelligence*, presented information that will be helpful to me on the job.
- ___ 2. I liked the video program.
- ___ 3. The other information and exercises will help raise my level of emotional intelligence.
- ___ 4. The instructor encouraged class participation and made the training session interesting.
- ___ 5. The instructor was prepared and comfortable with the subject matter.
- ___ 6. I am responsible for knowing my own feelings and managing them.
- ___ 7. I should strive to understand how others feel and invite feedback.

Please use the space below for any additional comments or suggestions about this training program. Thank you for completing this form. Please hand it to the instructor before you leave today.

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