

# Building Your Emotional Intelligence

*Participant Workbook*



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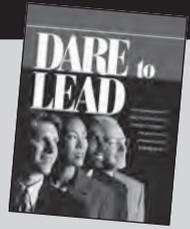
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# Building Your Emotional Intelligence



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## SYMBOL KEY

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### Symbols used in this workbook:



**Introduction:** A brief overview of the session you are about to begin.



**Learning objectives:** A guide to a session's key points intended to help focus your attention on important elements and essential take-aways.



**Activity:** An interactive session—some can be completed independently while others will involve group participation. Your trainer will explain how to complete each activity.



**Summary:** A quick review of what you have learned in the current session.



**Personal Action Plan:** An opportunity to apply your newly learned skills and knowledge to your specific work environment.



**SkillTip:** A short, quick and to-the-point productivity tip.

# EMOTIONAL INTELLIGENCE IN TODAY'S WORKPLACE

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In this session, you will study what emotional intelligence is and the importance of emotional intelligence in the workplace.

## Learning Objectives

- Explain why emotional intelligence is the hot skill in today's workplace
- Define the link between emotional intelligence and performance
- List the profound benefits of emotional intelligence
- Explain why emotions should or shouldn't be brought into the workplace

## Emotional Intelligence: Why It's Become the Hot Skill in Today's Workplace

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In one test, only 36% of the people tested were able to identify their emotions as they were occurring. That means that two-thirds of the people could not spot the emotions they were feeling.

Good decisions require more than just facts and figures. Decisions are made using self-knowledge and a mastery of your emotions.

Emotional intelligence can be used in the workplace to solve difficult problems with a co-worker, close a deal with a tricky customer or give negative feedback to a boss. Emotional intelligence can be used to help you and to help others.

## The Link Between Emotional Intelligence and Performance

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The lack of emotional intelligence can chip away at a company's growth. Or the use of emotional intelligence can result in productive outcomes at both the individual and organizational levels.

When people improve their emotional intelligence, they work better, treat others better and get more out of their jobs. It helps create an environment in which everybody wins!

# How Much Impact Does the Use of Emotional Intelligence Have on Professional Success?

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Many studies have shown the correlation of emotional intelligence and professional success.

- Emotional intelligence was tested alongside 33 other important workplace behaviors. It was more important than time management, motivation, vision and communication.
- It's the single best predictor of performance in the workplace
- It is the strongest force behind leadership and personal excellence
- Research has shown that people low in emotional intelligence and job performance can catch up with co-workers who excel in both by simply working to improve their emotional intelligence



You have several employees who you believe are low in emotional intelligence. As their supervisor, how would you go about helping them improve their emotional intelligence score?

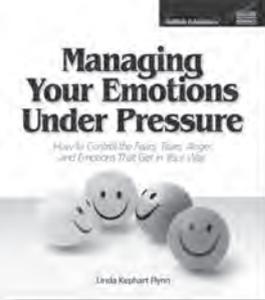
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*Source: Managing Your Emotions Under Pressure*

In general terms, emotion is an intense mental state that just happens. You don't will it—sometimes you don't even want it—but, rather, it occurs spontaneously in your nervous system, causing either a positive or negative response in your brain. Emotions can be powerfully useful, saving you from a speeding train or other looming danger, but they also can be negative, such as when you allow them to overrun your otherwise good sense.

## Beyond Charisma ... What Exactly Is Emotional Intelligence?

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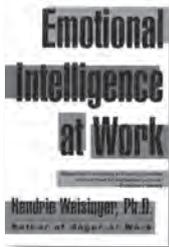
Emotional intelligence is the intelligent use of your emotions. It is the ability, capacity, skill or self-perceived ability to identify, assess and control the emotions of oneself, of others and of groups.

Basically, emotional intelligence is about understanding our emotions (and the emotions of others) and learning to manage the way we handle them—in the workplace as well as in the rest of our lives.

## Characteristics of emotional intelligence

Daniel Goleman, an American psychologist, developed a list of five elements that define emotional intelligence:

- **Self-awareness:** People with high emotional intelligence are self-aware. They are capable of recognizing their emotions as they experience them; they understand their emotions. But most importantly, they don't let their feelings *control* them. People with self-awareness can take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas so they can perform better.
- **Self-regulation:** This is the ability to control your emotions and impulses. People who self-regulate typically don't make impulsive decisions and think before they act.
- **Motivation:** People who have a high degree of emotional intelligence are usually highly motivated. They're capable of postponing immediate results for long-term success. They're highly productive and love to tackle challenges; they are highly successful.
- **Empathy:** This is perhaps the second-most important element of emotional intelligence. Empathy is the ability to identify with and understand the wants, needs and viewpoints of others. Empathetic people can recognize the feelings of others, even when those feelings may not be apparent. As a result, empathetic people are exceptional when it comes to managing relationships and listening to others.
- **Social skills:** Another sign of high emotional intelligence is strong social skills. These people are typically team players. They manage disputes capably, are excellent communicators and are masters at building fulfilling relationships.



Source: *Emotional Intelligence at Work*

### The building blocks of emotional intelligence

1. The ability to accurately perceive, appraise and express emotion
2. The ability to access or generate feelings on demand when they can facilitate understanding of yourself or another person
3. The ability to understand emotions and the knowledge that derives from them
4. The ability to regulate emotions to project emotional and intellectual growth

## The Profound Benefits of Emotional Intelligence and How Every Employee—Regardless of Title, Job or Industry—Can Reap the Rewards

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Emotional intelligence has many benefits for both employees and companies. Here are some of them.

### Benefits:

1. **Increased sales.** A study of over 40 Fortune 500 companies showed that salespeople with high emotional intelligence outperformed those with medium to low emotional intelligence by 50%.
2. **Greater productivity.** This same study showed that technical programmers who fell in the top 10% of the emotional intelligence competencies were producing new software at a rate three times faster than those with lower measurements. A Dallas-based company measured all of its staff and found that employees with high EI were 20 times more productive than those with a lower score!

3. **Stability of staff.** A Fortune 500 company had been using personality assessment in an attempt to reduce the turnover rate in its sales force but with little success. By assessing emotional intelligence and training on emotional intelligence topics like stress management, self-awareness and social skills, the company was able to stop the high turnover and increase its retention by 67%. The firm claimed it saved over \$30 million.
4. **Worker satisfaction.** A Midwest bank was forced to cut staff by almost one-third due to the economy. Remaining staff members were evaluated for their emotional intelligence levels which resulted in changes. People were assigned positions where their emotional intelligence was suited to the task. Now the bank is more productive with fewer employees because the staff members are better suited for their positions and find them fulfilling.
5. **Improved risk management.** Two studies, one for retail operations and one involving the construction industry, determined that there was a correlation between low emotional intelligence and theft. In addition, those with low emotional intelligence scores were more likely to have accidents on the job.
6. **Amazing customer service.** A luxury car dealership whose marketing plan was built on customer service was expanding and wanted to hire the best customer-oriented employees it could find. The dealership utilized an emotional intelligence assessment test and interviewing techniques to uncover high levels of empathy in candidates. A year later, the new dealership was rated in the top 10% of the auto company's 200-plus dealers for both sales and customer satisfaction.

## Your IQ May Get You Hired, But It's Your "EI" That Will Get You Promoted—Here's Why

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IQ deals with knowledge and facts. EI deals with emotions and feelings. People with high emotional intelligence are usually empathetic, able to identify and then control their emotions, and help others do the same. There are a lot of smart people out there, but not nearly as many emotionally intelligent people available in the workforce.

## Emotions Shouldn't Be Brought Into the Workplace—True or False?

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False! It is important to understand just how important emotions are in the workplace and to your own performance. For many years it has been considered inappropriate to show emotions in a work situation. It is as if your emotional makeup is irrelevant to business. Recently, however, an overwhelming amount of research shows that not only are emotions very much a part of the work experience but, to a large degree, they set the course that a company follows.



## Personal Action Plan— Emotional Intelligence in Today's Workplace

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Why do you think that emotional intelligence has become so popular in the workplace?

What rewards could you gain as a result of being emotionally intelligent?

Why do you think there is a correlation between emotional intelligence and professional success?



In this session, you learned what emotional intelligence is, the link between emotional intelligence and performance, the impact of emotional intelligence on professional success and why your “EI” can get you promoted.

# INCREASE YOUR PERSONAL POWER BY UNDERSTANDING YOUR EMOTIONS

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We all have emotions, but few of us are capable of identifying what specific emotion we are feeling at a given time. This session will teach you how.

## Learning Objectives

■ Explain the single most important building block of emotional intelligence
■ List the results of low self-awareness
■ Assess your emotional intelligence
■ Explain why you shouldn't "stuff" your emotions

## The Crucial Importance of Self-awareness—the Single Most Important Building Block of Emotional Intelligence

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Before you can control your emotions, you must be able to identify your emotions—you must become aware of them, that is, you must have self-awareness. Self-awareness is the key to emotional intelligence.

You worked very hard on an important project your boss gave you, including coming in on weekends. When it was finished and you turned it in, your boss barely acknowledged it. Hurt that all of your effort had gone unnoticed and unappreciated, you decide to talk with you boss about it. To your surprise, your boss is surprised too. He tells you that he not only was very pleased with your effort, but states that he told you so on several occasions.

Obviously, your boss does not have self-awareness. He does not “see” how he comes across to you and others, and this leads to mixed messages and hurt feelings. And no matter what, it is doubtful you will work quite as hard on your next project as you did on this one.

### Increasing your self-awareness

Let's look at ways to increase your self-awareness. What you will need is thoughtfulness and the courage to look at how you react to people and events in your life.

*To increase your self-awareness you must:*

1. Examine how you make appraisals
2. Tune in to your senses
3. Get in touch with your feelings
4. Learn what your intentions are
5. Pay attention to your actions

## How you make appraisals

Appraisals are made up of all the different impressions, evaluations, interpretations and expectations you have about yourself, other people and situations. They are influenced by the various factors that shape your personality which can include your family background, previous experiences, beliefs and your natural abilities. They generally take the form of thoughts or your inner dialogue (“This report is not nearly good enough. I’m going to blow this assignment.”) By becoming aware of your appraisals, you learn how your thoughts influence your feelings and actions and reactions, and you can then alter them accordingly.

In the case of the report, the impression you have is that you can’t handle the assignment. You expect that it will be a complete failure. This negative appraisal about yourself can lead to a self-fulfilling prophecy. Because of your fears about the presentation, you will be nervous, appear not to be in control of the situation, and will blow the deal. But if you understand that you often put a negative spin on your self-appraisals, you can focus on giving a positive spin to your inner dialogue (“I’m going to do fine; the report looks professional and is accurate.”) This enables you to relax and present the report effectively.

### *Being aware of how you make appraisals*

1. Use I-think statements
2. Regularly engage in an inner dialogue
3. Reflect on encounters when you are composed
4. Seek input from others
5. Remember that appraisals, not behavior, cause reactions
6. Acknowledge your appraisals as your own
7. Remember that appraisals can change

## What, Unfortunately, Can Happen When Self-awareness Is Low

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When you have low self-awareness, you run the risk of acting impulsively which is seldom a good idea.

Your boss is calmly explaining to you what is wrong with the report you did. Unaware that emotionally you are feeling insecure and threatened, you blurt out, “Well, Josephine worked on it too.” Your boss’s frown lets you know you have made a big mistake. Not only did you do a poor job on the report, but you just ratted out your co-worker.



Write how this scenario might have played out had you been self-aware.

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## Assess Your Emotional Intelligence, Quickly and Confidentially

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### Part One

For each item, rate how well you are able to display the ability described. Before responding, try to think of actual situations in which you have been called on to use the ability.

**Low ability**

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**High ability**

1. Identify changes in physiological arousal \_\_\_\_\_
2. Relax when under pressure in situations \_\_\_\_\_
3. Act productively when angry \_\_\_\_\_
4. Act productively in situations that arouse anxiety \_\_\_\_\_
5. Calm yourself quickly when angry \_\_\_\_\_
6. Associate different physical cues with different emotions \_\_\_\_\_
7. Use internal “talk” to affect your emotional states \_\_\_\_\_
8. Communicate your feelings effectively \_\_\_\_\_
9. Reflect on negative feelings without being distressed \_\_\_\_\_
10. Stay calm when you are the target of anger from others \_\_\_\_\_
11. Know when you are thinking negatively \_\_\_\_\_
12. Know when your “self-talk” is instructional \_\_\_\_\_
13. Know when you are becoming angry \_\_\_\_\_
14. Know how you interpret events you encounter \_\_\_\_\_
15. Know what senses you are currently using \_\_\_\_\_
16. Accurately communicate what you experience \_\_\_\_\_
17. Identify what information influences your interpretations \_\_\_\_\_
18. Identify when you experience mood shifts \_\_\_\_\_
19. Know when you become defensive \_\_\_\_\_
20. Know the impact that your behavior has on others \_\_\_\_\_
21. Know when you communicate incongruently \_\_\_\_\_
22. “Gear up” at will \_\_\_\_\_
23. Regroup quickly after a setback \_\_\_\_\_
24. Complete long-term tasks in designated time frames \_\_\_\_\_
25. Produce high energy when doing uninteresting work \_\_\_\_\_
26. Stop or change ineffective habits \_\_\_\_\_
27. Develop new and more productive patterns of behavior \_\_\_\_\_
28. Follow words with actions \_\_\_\_\_
29. Work out conflicts \_\_\_\_\_
30. Develop consensus with others \_\_\_\_\_
31. Mediate conflict between others \_\_\_\_\_
32. Exhibit effective interpersonal communication skills \_\_\_\_\_
33. Articulate the thoughts of a group \_\_\_\_\_
34. Influence others, directly or indirectly \_\_\_\_\_
35. Build trust with others \_\_\_\_\_
36. Build support teams \_\_\_\_\_
37. Make others feel good \_\_\_\_\_
38. Provide advice and support to others, as needed \_\_\_\_\_
39. Accurately reflect people’s feelings back to them \_\_\_\_\_
40. Recognize when others are distressed \_\_\_\_\_
41. Help others manage their emotions \_\_\_\_\_
42. Show empathy to others \_\_\_\_\_
43. Engage in intimate conversations with others \_\_\_\_\_
44. Help a group to manage emotions \_\_\_\_\_
45. Detect incongruence between others’ emotions  
or feelings and their behaviors \_\_\_\_\_

## Part Two

Review your responses. The following charts indicate which items reflect which competencies.

### Intrapersonal

Self-awareness	Managing Emotions	Self-motivation
1, 6, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21	1, 2, 3, 4, 5, 7, 9, 10, 13, 27	7, 22, 23, 25, 26, 27, 28

### Interpersonal

Relating Well	Emotional Mentoring
8, 10, 16, 19, 20, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 42, 43, 44, 45	8, 10, 16, 18, 34, 35, 37, 38, 39, 40, 41, 44, 45

Organize your responses as follows. For each of the five competencies, count the number of responses for which you scored 4 or lower using tick marks in the left column. Count the number of responses for which you scored 5 or higher using tick marks in the right column.

### Intrapersonal

Competency	Responses of 4 and lower	Responses of 5 and higher
Self-awareness		
Managing Emotions		
Self-motivation		

### Interpersonal

Competency	Responses of 4 and lower	Responses of 5 and higher
Relating Well		
Emotional Mentoring		

Study your patterns and identify which competencies you want to improve.

## Part Three

Based on your response pattern, identify two emotional intelligence competencies that you wish to focus on improving:

1. \_\_\_\_\_
2. \_\_\_\_\_

Now identify some specific tasks that will help you master these two competencies of emotional intelligence:

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During the next four weeks, practice using your emotional intelligence abilities. Then retake Parts One and Two. Note differences. Repeat the procedure until your response is 5 or above in all items in Part One.

Source: *Emotional Intelligence at Work*, Hendrie Weisinger, Ph.D.

# How to Better Understand How and Why You Feel—and React—the Way You Do

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Use this chart to keep track of your emotional reactions to better help you understand how and why you react as you do.

1. Each day for two weeks, pick a situation that will not cause you to become emotionally aroused, such as creating a routine Word document. Then choose one that is likely to be emotionally arousing, such as presenting a PowerPoint® presentation to the CEO.
2. While the situation is taking place, try to pay attention to your breathing, heart rate and any perspiration
3. Immediately after each situation, write down what your heart rate, breathing rate and perspiration were like
4. Because the arousal level can vary markedly from an emotionally inert state (like creating a Word document) to an emotionally active one (presenting to the CEO), even by the end of the first week you will become adept at tuning in to changes in your arousal level

Day	Situation	Heart Rate	Breathing Rate	Perspiration
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				

Day	Situation	Heart Rate	Breathing Rate	Perspiration
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				



Source: *Lifescritps*

If we plan out our interpersonal exchanges—whether they involve our subordinates, our customers or our family—not only will they be easier to deal with, but, more often than not, they’ll turn out the way we want. With a lifescritp, either directly in front of you or just in your head, you’ll never be surprised. You’ll have a plan that leads inexorably to your goal, regardless of what obstacle is thrown in your way. You’ll have an answer to every question, a comeback to every crack and a defense for every attack.

## What Is It You’re Feeling? Worry, Anger, Fear? You’ve Got to Name It Before You Can Claim It

The words most people use to express personal emotions tend to be the same ones over and over. “I am angry ... sad ... happy ... afraid ...” etc.

### Social Skill Builder 1: Expand Your Emotional Vocabulary

The words used for expressing personal emotions may be limited to a few overused choices. The vocabulary for expressing negative emotions might be “frustrated or angry.” The vocabulary for expressing positive emotions might be “happy or good.” It is a good idea to expand your emotional vocabulary so that you can speak more precisely about your emotions.



The following table gives you a few vocabulary words. Break into groups and see how many additional words you can think of for each category.

Highly Positive Feelings	Positive Feelings	Slightly Negative Feelings	Negative Feelings	Highly Negative Feelings
Loved	Safe	Anxious	Irritated	Hysterical

Use your expanded vocabulary when you are:

- Trying to help someone understand your reasons
- Giving feedback
- Confused about what the other person is saying to you

## The Problem With “Stuffing” Your Emotions

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Emotions give you a lot of clues as to why you act the way you do. By “stuffing” your emotions, you deprive yourself of that information. And, unfortunately, burying your emotions does not make them go away. Instead, it can leave them free to grow and become even more intrusive.

Instead of stuffing your emotions, manage them. You manage your emotions by understanding them and then making use of that understanding to turn situations around to your benefit.

“It won’t benefit me to yell at my boss. It will benefit me if I explain myself calmly.”



Read the following scenario. Think of a time when something similar happened to you. Under the Typical reaction, write how you reacted at that time.

Under the Emotional Intelligence reaction, write how you would react today.

### Scenario

You have a good idea that will save your company money. When you mention it to your boss, she laughs at you and calls your idea stupid.

#### ■ Typical reaction

Your first impulse is to tell her she is too dumb to see your idea’s merit while you are secretly thinking you wish you had a baseball bat right now. Of course, that type of response is likely to get you fired.

#### ■ Emotional intelligence reaction

You become aware that you are feeling angry. Then you listen in on your thoughts. The first one is likely to be to tell her she is too dumb to see your idea’s merit and you are thinking about where you could find a baseball bat. Next, you hold a constructive internal dialogue: She really is being mean, but I won’t let myself sink to her level. I will hide my anger. I know my idea has true merit.

Tuning in to your physiological reactions, such as a fast heartbeat, rapid breathing and sweating, you begin to practice relaxation techniques. You relax your clenched jaw, uncurl your fists and leave the room for a few minutes to allow yourself time to recover. Then you seek a solution to the problem of your boss putting you down.

*Typical reaction:*

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*Emotional intelligence reaction:*

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## Personal Action Plan— Increase Your Personal Power

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Explain why self-awareness is the single most important building block of emotional intelligence.

Think of a time when your personal self-awareness was low. What were some of the negative results of the low self-awareness?

Explain why “stuffing” your emotions is not a good idea.



In this session, you learned the crucial importance of self-awareness, what can happen when self-awareness is low and how to better understand how you feel and act the way you do.

# THE EMOTIONALLY INTELLIGENT WORK ENVIRONMENT—YOUR ROLE IN CREATING IT

---



An emotionally intelligent work environment is one that will be easier and more pleasant to work in; it will be more productive and teams will work more harmoniously.

## Learning Objectives

■ Explain why emotional intelligence is a great motivation tool
■ List the six qualities of an emotionally intelligent workplace
■ Define the Golden Rule when helping others manage their emotions
■ Describe how to see both sides of an issue

## Emotional Intelligence Is a Great Motivation Tool— But You Need to Know a Few Things First

---

Motivation is a key ingredient to success. Fortunately, there are four sources of motivation that you can call upon when you feel yours waning.

### Sources of motivation:

#### 1. Yourself (your thoughts, arousal, behaviors, etc.)

You are the most powerful of the four motivation sources because you are where it all begins. An individual (your co-worker down the hall), an emotional mentor or inspirational hero (Travis McGee of the John MacDonal book series), or your environment (the birds in the tree outside your window) can boost your motivation; but it is ultimately your thoughts, your arousal and your behavior—the components of your emotional system—that determine how you make use of those other sources. Let's review these components and see how they can be used to get you motivated and keep you motivated.

- ***Become a positive thinker***—The most important internal resource you have for motivating yourself is your thoughts. To become a positive thinker: (1) Use motivational statements, (2) play mental games, (3) focus your thoughts, (4) use mental imagery, (5) engage in productive self-criticism and (6) give yourself meaningful goals.
- ***Use motivational self-statements***—These are the statements that strengthen your optimism, tenacity and resiliency. They reinforce the fact that you have the capabilities and the drive to get a task done. Think of them as the statements you want to hear someone say to you.



Write five motivational statements that are specific to you.

- 1.
- 2.
- 3.
- 4.
- 5.

## 2. Supportive friends, family and colleagues

Sometimes you need outside help to generate motivation. That is when you can turn to your supportive friends, family and co-workers. This is can be especially true if you experience a major setback. Nothing can be lonelier or more demotivating than feeling you must face a dire situation alone.

### *Developing motivational relationships*

You can choose from among these three groups (friends, family, colleagues) to be a part of your motivational support team. You might want to ask some people because they always have good ideas for becoming positive. You might ask others because they always make you feel good by being encouraging. And still others should be a part of your support team because you see them often and they understand you.

Decide before a motivational crisis occurs whom you will call upon for support. This will keep you from being able to say, "There's no one I can turn to." Such negative thinking will only set you back further. When developing mutually motivational relationships, you need to determine what you want from the others so you know whom you want on your team. But it is just as important for you to know how to reciprocate; because if you only take what you need, the relationship is not mutual and will probably run out of steam before long.

### *What you should look for in motivational relationships*

There are three basic characteristics of a motivational relationship:

- **Trust**—There must be trust since you will be asking for help when you are vulnerable. The person you consult must be someone who is caring, keeps confidences and who won't take advantage of your situation.
- **Suitability**—Suitability is important because if the person can't respond to your needs, then she can't help you. While your best friend is, no doubt, a wonderful person, she might not be able to reinforce your motivation because that's just not the kind of person she is.

In addition, you need different things from your motivational relationships. Sometimes all you need is someone who can listen and read between the lines. Maybe he can only respond by saying, "I know this is really hard for you." But simply stating so suggests he understands "where you are coming from" and that he cares about your happiness.

Sometimes what you need is someone to give you tangible suggestions for how to deal with an issue. This could be a co-worker who understands the business and company politics and can suggest ways out of your predicament.

Other times you might need someone gentle and loving to give you praise: "You're so smart and so capable. You have all of these years of experience."

- **Availability**—When developing your relationships, be sure to consider availability. If the person is like a teenager when it's time to take out the trash—never around—then you will have no one to turn to for help.

Understand that these motivational relationships are not formal. You don't need to ask Laurie, "How about establishing a mutually motivational relationship?" Look at relationships that are already established; identify whom you can draw on when your motivation is seriously in need of help. Make a mental note of whom you would call for what, and then keep these people in mind as a safety net.

#### *What to ask for*

When you are faced with a crisis, it is easy to lose your perspective along with your ability to solve problems. Friends, family and colleagues who can take a step back can often provide help in these two areas.

- To help them help you, you need to let them know exactly what happened. Give them all the details, and tell them what you think about the situation. Then ask them what their thoughts are.

Next, tell them what you're feeling: "I'm so angry I just wish the CEO would step out into a busy street." Because crises provoke such powerful emotions, you tend to feel that you are overreacting and losing it. Again, use others to gain some perspective. Use I-feel statements. Then ask your friends, family and colleagues how they would feel in your situation. Chances are they'd feel the same way; this knowledge lets you know you are not losing it.

- Crises often feel so all-consuming that you see only hopelessness. Your problem-solving skills vanish. Here again, your motivation-building friends can be of value. Explain your predicament fully. Tell them what solutions you've thought of, and ask them for theirs. The simple fact that they're helping you find solutions will be motivating, and so are the proposed solutions because they help you recognize that there are ways to overcome the obstacles.

#### *The importance of reciprocity*

Reciprocity is the basis of all solid relationships. These relationships must be mutually motivational and supportive. This means that you are there for your fellow co-workers as much as they are there for you.

Remember, however, that reciprocity does not always have to be in-kind. While you might get advice from a co-worker, you may reciprocate with an invitation to lunch. What is important is that neither person in the relationship feels used, exploited or manipulated.

When you are going through an unsettling time, you will be more on the receiving end than the giving end. But that doesn't mean you can't reciprocate at this time. Ask them about what's going on with them, listen closely, show approval and give support. Follow through on past conversations because this indicates that you listen and that you care.

Let your friends and colleagues know that you don't sustain the relationship solely for the benefit of your motivation. Call them occasionally to just say hello and find out how they are. As you and your friends, family and colleagues depend upon one another for motivational support, the relationships will become stronger, you will see how you can each help motivate the other, and you take another giant step toward handling your work life with emotional intelligence.

### **3. An emotional mentor (real or fictitious)**

Is there one person you would like to have in your work life as an inspirational idol? Then this is the person you should choose for your emotional mentor. This person serves you by being a motivational model, the individual you would feel comfortable asking, "What would you, my mentor, do in this situation? How would you feel?"

An emotional mentor can be dead or alive, real or fictitious. It might be Nelson Mandela, Wonder Woman, Optimus Prime, some of Harrison Ford's film characters, Elizabeth I, Pip of *Great Expectations*, Shaquille O'Neal, Madame Curie, Stephen Covey or Sojourner Truth. The bottom line in choosing an emotional mentor is that he or she must be able to motivate you. Thinking of your emotional mentor augments your confidence, resiliency, enthusiasm, tenacity and optimism. Here's how to get the most out of your emotional mentor.

*Tips for effectively using your emotional mentor*

- Choose an individual who is extraordinarily good at motivating you
- Choose a motivational moment in that person's life and relive it in your mind. It might be Indiana Jones beating up the bad guy or Marie Curie receiving her second Nobel Prize for her work with radium. When you tell the story of that moment to yourself, include as many details as possible so you can really "live" the experience.
- Call upon your mentor often. The more you call up your mentor and relive an inspirational moment in that person's life, the easier it will be for your mentor to evoke your feelings of motivation.

#### 4. Your environment

Next let's look at the fourth source of motivation, your environment. You don't have a lot of control over your work environment, but there are things that you can do to make your workspace motivational.

*You can:*

Make your environment a healthy place

- Environment refers to the air, light, sounds and objects that surround your workspace. For you to be focused and productive, these elements must be beneficial to your well-being.
- Clean air is vitally important. In large offices, proper ventilation systems are mandated by the Occupational Safety and Health Administration (OSHA). These systems help circulate and clean the air.
- If you are lucky enough to have windows, open them. There's nothing like fresh air to revive you. Try to go outside during your breaks.
- Use light to your advantage. Natural light is best when feasible.

Surround yourself with motivationally inspiring objects

- To increase motivation, put up pictures or inspirational sayings that help you feel motivated. It may be a photo of your daughter's wedding or of you crossing a marathon's finish line. Or it could be Martin Luther King, Jr.'s famous quote, "I have a dream."
- Another way to make your workspace motivationally supportive is to use reminder notes such as Post-it® Notes. Many people use the edges of their monitors to stick the notes on so that they will be easily seen.

Organize your workspace so that it works for you rather than against you

- You're trying to work on a PowerPoint® project but you can't find any of the files you need. You have four templates but don't know which one you should use. You can't see your desktop and your last pen just rolled off the desk onto the floor where you can't reach it. It is hard to be enthusiastic for a task if nothing around you is organized. So whatever you must do to organize your workspace to stimulate your motivation—rather than squelch it—is well worth the extra time and effort.

## Six Qualities of an Emotionally Intelligent Workplace: How Does Yours Measure Up?

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Consider these six qualities of an emotionally intelligent workplace.

1. An awareness of the staff's current emotional landscape
2. The ability to manage anxiety and frustration
3. Staff members who are effective problem solvers
4. A willingness to help employees practice emotions for success
5. An environment that encourages positive thinking
6. The ability to teach emotional intelligence

## How to Model and Encourage Emotional Self-control

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Rank has its privileges, but it also has its responsibilities, and one of those is to model the very behavior you expect from your employees. Walking the walk is essential.

1. When someone comes to you with a problem, do some role-playing. You act as a role model while the other person observes. If you can't model effectively, find someone who can.
2. Be enthusiastic. How you model is just as important as what you model. As the person catches on to what you're modeling and demonstrates an appropriate response, be enthusiastic.
3. Plan the modeling session so that total failure is unlikely. Remember that building confidence is a goal. So even if the person's first attempt at practicing responses to a situation does not go well, praise what is done correctly.

## 12 Ways to Promote Emotional Intelligence in Your Workplace

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Ways to promote emotional intelligence in the workplace:

1. Build strong relationships
2. Maintain a positive attitude
3. Control your emotions
4. Don't blame others
5. Practice self-awareness
6. Recognize your feelings as they occur
7. Manage your emotions
8. Motivate yourself
9. Harness your emotions to achieve goals
10. Recognize emotions in others (empathy)
11. Handle relationships
12. Model emotional intelligence for others

## Flexibility—Why It's Such a Big Deal

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There are many things that happen during a routine workday that force you to be flexible—a ringing phone, an unexpected meeting, the network goes down, the new employee needs your help, etc. So being able to remain flexible is vital in this day and age.

**The benefits of being more flexible are that you can:**

- Find the best opportunities in your life
- Use your energy productively when changes happen
- Stay calm with unexpected change
- Use your emotional intelligence to solve problems
- Build on your strengths and past successes

## Addressing Three Emotions That Commonly Bog Down Teams and Lower Performance

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There are three emotions that can cause teams to bog down and perform poorly. Is your team guilty of any of them?

### Failing teams can suffer from:

1. Insecurity
2. Distrust
3. Sameness



Your team is suffering from the dreaded Sameness disease. What will you do to encourage individual thought and creativity?

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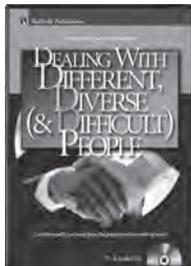
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*Source: Dealing With Different, Diverse (& Difficult) People*

### Dealing with creative teams

1. They are very intuitive. Trust their instincts.
2. They are emotional. Weather the storm!
3. They are very bright and clever
4. They are passionate about their work
5. They need a stimulating environment—lights, colors, sounds!
6. They have trouble staying focused

## The “Golden Rule” When Helping Others Manage Their Emotions

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### When helping others learn to manage their emotions, the Golden Rule is:

- The person must be given ample feedback
- The person must be given ample reinforcement
- The person must be given ample reminders to practice new behaviors in the work setting

# No More “It’s My Way or the Highway!” How to See BOTH Sides of an Issue

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Here’s how to see both sides of an issue.

**Start by dissecting the two parts of the dispute:**

- 1. Issues: “Jane didn’t follow directions ...”
- 2. Personalities: “She’s stupid.”

**Deal with both sides of the conflict by following these steps:**

Issues	Personality
<b>Listen</b> Separate the issue from the personality conflict	
<b>Remain objective</b> Don’t take sides	
<b>Point out similarities</b> Find similarities in personality or the common goal	
	<b>Root out miscommunication</b> Personality plays a role in some miscommunication
<b>Find the facts</b> Deal only with the issue of concern	
	<b>Avoid blaming</b> This triggers emotional responses
<b>Ask for recommendations</b> This will help elicit information toward resolution	
<b>Follow up</b>	



## Personal Action Plan— The Emotionally Intelligent Work Environment

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Consider the six qualities of an emotionally intelligent workplace. Pick one that your company is not proficient in and explain how you will go about improving the quality.

Explain how “sameness” can bog down teams and lower performance.

How have those around you modeled self-control?



In this session, you have learned that emotional intelligence is an excellent motivation tool, the six qualities of an emotionally intelligent workplace and why flexibility is important.

## TURN EMOTIONAL INTELLIGENCE INTO YOUR STRATEGIC ADVANTAGE WHEN PROBLEMS OCCUR

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This session will teach you about using emotional intelligence as a strategic advantage when problems occur. You will also learn about the amazing power of empathy and how to ask the right questions to get the information you need.

### Learning Objectives

■ List the six principles of emotionally intelligent communication
■ Name five workplace situations that commonly make people lose their emotional self-control
■ Explain how to read unspoken feelings
■ Describe how to ask the right questions

### Six Principles of Emotionally Intelligent Communication

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Those with high emotional intelligence tend to be great communicators. They are adept at both verbal and nonverbal forms of communication. They are able to listen with empathy and have a sixth sense to understand when to speak and when to listen.

#### Here is a short list of important considerations to be kept in mind while speaking:

1. **Intentionality**—An important part of emotional intelligence is intentionality. Intentionality means intentionally talking about something informative, sensible, pleasant and non-offensive. Try to know what you want to say beforehand. This will give you credibility, and it can even help steer the conversation in the direction you desire.
2. **Focus**—Focus is important to building a business relationship; it requires that you give your undivided attention to the other person. It will put the other person at ease and encourage them to share their ideas. Focusing means not interrupting to give advice or to recite anecdotes to prove your point.
3. **Conveying trust**—The best thing for an emotionally intelligent person to do is to convey trust when communicating. This lowers communication barriers that may exist, leading to the free flow of ideas.
4. **Empathy**—Empathy includes listening through the use of verbal and nonverbal communication skills. You can grasp the “frame of mind” of the other person through good listening.
5. **Listening guidelines:**
  - Listen to the content
  - Stay focused
  - Don't prejudge the speaker
  - Don't interrupt the speaker
6. **Total communication**—The message is more than what rolls off your tongue  
*It is:*
  - Facial expression
  - Posture
  - Gestures
  - Eye contact
  - Space
  - Touch

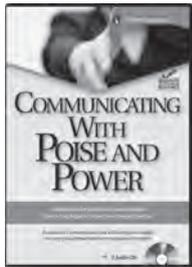
## How to Hear the Feelings Being Expressed in a Conversation So You're Able to Choose the Best Response

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People often have difficulty expressing their feelings. You suppress your feelings, disguise them or hide them. As an emotionally intelligent person, you need to get underneath the facts and under the surface in order to hear the feelings that are really being expressed. This is especially important when a person is speaking about a distressful situation.

**To tune in to the other person's feelings, use the same techniques you use to tune in to your own feelings:**

- Look at the physical and behavioral signs: Facial expression, body language, rate of speech, tone of voice and facial expressions
- Remember: Sometimes the person means what he or she says, there is no hidden emotion and the content of a statement is exactly what the person wants to communicate



*Source: Communicating With Poise and Power*

Clear communication begins with finding words to communicate the pictures of your thoughts. Great communicators make listeners and readers forget the words and see the pictures.

## Alert! Five Workplace Situations That Cause People to Lose Emotional Self-control

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These are five common situations where people often lose emotional self-control.

1. When you feel you have no choices or options
2. When you are disappointed with yourself for making a mistake
3. When you are treated unfairly
4. When you feel someone has violated your values such as lying to you
5. When something or someone gets in the way of what you want to do



Write five things you could do to prevent losing your emotional self-control the next time one of these situations occurs.

- 1.
- 2.
- 3.
- 4.
- 5.

## Emotions are Rarely Put Into Words—Discover How to Read Unspoken Feelings From Nonverbal Cues

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Successful relationships require good communication. It may surprise you to learn that you communicate with more than just your words. In fact, much of your communication takes place as nonverbal communication. This communication, or body language, includes facial expressions, gestures, eye contact, posture and the tone and pitch of your voice.

By observing nonverbal communication, you can more fully connect with others, articulate what you mean and establish more fulfilling relationships at work and at home.

Unfortunately, many people are unaware that they are sending confusing, contradictory or negative nonverbal signals, and trust is lost in the relationship.

### **Nonverbal communication skills improve relationships by helping you:**

- Read other people accurately, including their emotions and the unspoken message they're sending
- Create trust by sending nonverbal signals that match your words
- Respond with nonverbal cues that show others you notice and care

### **Types of body language:**

- **Facial expressions**—The human face is able to express a myriad of emotions without saying anything. And unlike some forms of nonverbal communication, the facial expressions for happiness, sadness, fear, anger, surprise and disgust are the same in all cultures.
- **Body movements and posture**—Your perceptions of people are based on the way they sit, walk, stand and how they hold their head. And the way you move and carry yourself reveals a wealth of information to others about you.
- **Gestures**—Gestures are often an unconscious part of you. You wave, point, summon and use your hands when arguing or speaking animatedly. These expressive gestures usually occur without your being aware of them. But beware. The meaning of gestures can vary greatly across cultures, so it is important to be careful to avoid offending others with your gestures.
- **Eye contact**—Eye contact is an especially important type of nonverbal communication. The way you look at someone can communicate a variety of things, including interest, affection, hostility or anger.
- **Touch**—Touch communicates more than you probably expect. What messages do the following give: A weak handshake? a hesitant tap on the shoulder? a hug that lifts you off the ground? a patronizing pat on the head? or a strong grip around your wrist?
- **Space**—Everyone has a need for their own physical space. However, that need can differ depending on your culture, what the situation is and the familiarity of the relationship. Decreasing physical space can communicate many different messages: Intimacy, aggression, dominance or affection. In Western cultures, about 24 inches on either side of a person is considered to be personal space.
- **Voice**—Nonverbal speech sounds such as tone, pitch, volume, inflection, rhythm and rate are important communication components. When you speak, other people “read” your voice as well as your words. Consider what the tone of voice can tell you. For instance, when you were a child and your mother said, “Come here,” you could tell immediately simply by her tone if you were in trouble or not. Tone can indicate sarcasm, affection, anger or confidence.

### **Using body language successfully**

Nonverbal communication is a rapidly flowing back-and-forth process. Successful nonverbal communication depends on emotional self-awareness and an understanding of the cues you're sending, along with the ability to accurately pick up on the cues others are sending you. This requires your full attention. If you're planning what you're going to say next, daydreaming or thinking about something else, you are almost certain to miss nonverbal cues and other subtleties in the conversation. You need to stay focused on the moment-to-moment experience in order to fully understand what's going on.

### Tips for successful nonverbal communication

- **Take a timeout if you're feeling stressed-out:** Stress affects your ability to communicate. If you are under stress, it is more likely that you will misread others and send out confusing signals.
- **Look for inconsistencies:** Nonverbal communication should underlie what is being said. If you have the feeling that someone isn't being honest, you may be drilling in on a mismatch between verbal and nonverbal cues.
- **Consider nonverbal signals as a group:** A single gesture is not likely to mean anything. Consider all the nonverbal signals you are sending and receiving.

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## How to Listen to Hear a Lot More Than What's Being Said

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Most people can hear, but very few people really listen. Dynamic listening is part of emotional intelligence. It brings a high degree of self-awareness into the processes of understanding, acknowledging and responding to others. This self-awareness is important in allowing you to understand what personal filters you use to screen information you receive and that prevent you from picking up on the emotional subtext of another person's words.

### Becoming aware of personal filters

Personal filters are usually created by your thoughts, ideas and feelings. When they are active, they influence how much information, as well as what type of information, you hear. There are four different kinds of filters: Predilection filter, Who filter, Facts filter and Distracting-thoughts filter.

- **Predilection filter**—With this filter in place, you have a tendency to hear only what you want to hear in situations that produce anxiety and anger. Sometimes this means hearing only the best of what the person has said. Other times it means hearing only the worst.
- **Who filter**—This filter prevents you from hearing what is said because you place too much emphasis on who says it. In other words, what we know or think we know about the person speaking results in your failing to hear the real message. The Who filter is especially prevalent in situations with people with whom you have had prior negative experiences or about whom you have heard negative things.
- **Facts filter**—Sometimes all you hear are the facts; you are insensible to any emotional messages. You have learned the importance of tuning in to emotions—your own and others'. By tuning in to only the facts, it's easy to fail to see the valuable information that emotions are conveying.
- **Distracting-thoughts filter**—How many meetings have you sat through only to find that when they were over, you had no idea what was said or even discussed? Daydreaming can block out more than any of the other filters. A good way to prevent the daydreaming is to take copious notes which will require you to focus on what the speaker is saying.

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## Talk About Emotions—Without Sounding Like a Shrink

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It's often useful to disclose your feelings because it gives important information to the person listening. But an important point to remember is that you can't expect the other person to change or make changes as a consequence of your feelings.

While you can tune in to your emotions and feelings, you may still be uncomfortable talking about them.

### You hesitate because of:

- Fear of repercussion
- Unfamiliarity with the process
- Discomfort with possible vulnerability

**To accurately convey your feelings, use I-feel statements:**

- “I feel overwhelmed by the amount of work I have on my plate.”
- “I feel sad that I can only see my kids on weekends.”
- “I feel depressed because I just can’t seem to get ahead of my work.”
- “I feel fearful that I’ll miss a deadline.”

**Using intention statements**

Revealing your intentions lets the other person know what you want. When both of you are clear about what you need from a situation, you are better able to plan together to achieve both of your needs. Intention statements generally begin with “I want,” “I would like” or “I wish.”

- “I would like to be involved in the decision-making process for the new software.”
- “I want to be able to use my previous experience in this area.”
- “While you may already have a team in mind, I wish you would consider me.”



Using I-feel statements and intention statements, write what you would say to your boss to convince him or her to allow you to introduce emotional intelligence to your company.

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## Recognize the Awesome Power of Empathy

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A key aspect of emotional intelligence is empathy, and employees know how important it is to feel understood by their boss.

While the “emotional” side of things is usually not brought up in business settings, being able to understand others’ emotions is essential in a good leader. On the other hand, those without empathy may find themselves losing their jobs, according to research by the Center for Creative Leadership.

**The Center found:**

- The top causes of demotion in executives involved a lack of emotional competence, including poor interpersonal relations and not being able to work well on a team
- People with empathy are more likely to have satisfying relationships
- People who are able to feel empathy for someone are more likely to forgive them, and forgiveness is a key to leading healthy and happy lives
- People who have empathetic personalities are more likely to report being satisfied in their long-term relationships
- Empathetic people are able to show compassion and see things from their partner’s perspective

**Learning to be empathetic**

If you are not naturally empathetic, the good news is that you can learn to be.

*Tips to help you show more empathy:*

1. Truly listen to others when they talk to you
2. Imagine how you would feel if you were in someone else’s situation
3. Use the Platinum Rule: Treat others how they want to be treated
4. Help someone out with a task before they ask you to (this requires you to be aware of what they need help with)
5. Try to be understanding of other people’s moods, opinions and beliefs
6. Show compassion to others—even strangers—as often as possible

## Empathetic listening

Empathetic listening is fundamental to emotional intelligence. Six negative listening habits sometimes prohibit you from being an empathetic listener.

1. **The Faker:** All the outward signs are there: Nodding, making eye contact and giving the occasional “uh huh.” However, the faker isn’t concentrating on the speaker. Her mind is elsewhere.
2. **The Interrupter:** The interrupter doesn’t allow the speaker to finish and doesn’t ask clarifying questions or seek more information from the speaker. He’s too anxious to speak and shows little concern for the speaker.
3. **The Intellectual or Logical Listener:** This person is always trying to interpret what the speaker is saying and why. She is judging the speaker’s words and trying to fit them into her logic box. She rarely asks about the underlying feeling or emotion attached to a message.
4. **The “It’s All About Me”:** This person uses the speaker’s words only as a way to get to his message. When the speaker says something, and frankly, it could be anything, this person steals the focus and then changes to his own point of view, opinion, story or facts. Favorite lines are, “Oh, that’s nothing, here’s what happened to me ...” and “I remember when I was ...”
5. **The Rebuttal Maker:** This listener only listens long enough to form a rebuttal. Her point is to use the speaker’s words against him. At her worst, she is argumentative and wants to prove you wrong. At the least, she always wants to make the speaker see the other point of view.
6. **The Advice Giver:** Giving advice is sometimes helpful; however, at other times, this behavior interferes with good listening because it does not allow the speaker to fully articulate his feelings or thoughts; it doesn’t help the speaker solve his own problems; it prohibits venting; it could also belittle the speaker by minimizing his concern with a quick solution. Well-placed advice is an important function of leadership. However, advice given too quickly and at the wrong time is a turnoff to the speaker.



Put a check mark in front of those negative listening habits that you are sometimes guilty of. Then write how you will go about changing your listening habits.

- |   |  |
|---|--|
| <input type="checkbox"/> The Faker                            | <input type="checkbox"/> The “It’s All About Me” |
| <input type="checkbox"/> The Interrupter                      | <input type="checkbox"/> The Rebuttal Maker      |
| <input type="checkbox"/> The Intellectual or Logical Listener | <input type="checkbox"/> The Advice Giver        |

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## Be Comfortable and Calm With All Types of Communication Styles

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To be comfortable when communicating, and to help ensure effective communication, avoid these common communication pitfalls.

Everyone makes mistakes sometimes. Here are the most common pitfalls to watch out for:

Common Communication Pitfalls	How to Sidestep Them
Using “weak” language	Avoid using fillers such as: <ul style="list-style-type: none"><li>■ “Um ...”</li><li>■ “Like” (I was, like, eating my lunch.)</li></ul> Don’t continuously ask for confirmation (“Do you know what I mean?”)
Rambling	Get to your point quickly Provide relevant examples
Being indecisive	Prepare what you want to say ahead of time Anticipate possible questions and disagreements to your point of view
Being timid	Practice assertive communication: <ul style="list-style-type: none"><li>■ Be well-prepared</li><li>■ Be open to feedback</li></ul>
Bringing up topics that are inappropriate	Don’t mix personal topics with professional topics When someone else brings up an inappropriate topic, excuse yourself Don’t get involved in gossip
Using profanity	It’s <i>never</i> appropriate to use profanity

## Asking the Right Questions to Clarify Feelings and Find Common Ground

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What do you need from your listener? Are you looking to collect information or are you wanting to clarify feelings and build on common ground? These categories of questions will get you very different answers.

- **Yes/no questions:** Of the four types of questions, the most used is the yes/no question. Use it when you are looking for facts. “Do you want the sofa delivered today?” Yes or no? It does little to create rapport because a simple answer is all that is needed.
- **Closed-information question:** Use a closed-information question when looking for specific information. Asking a specific question such as “Where did you leave the car keys?” is an example of a closed-information question. You’re looking for a definite reply.
- **Open-information question:** An open-information question is used when you’re looking for more information. “What are some ways that we can get our friends to help us paint the house?”

■ **Open-ended question:** The most indirect type of question is the open-ended question. It is used to get people to think and to communicate their ideas. “Why are you doing this?” It can take time for people to feel comfortable expressing their opinions.



**Use the boxes to form questions in each of the four categories:**

1. Yes/No questions  
2. Closed-information—  
looking for specific information

Facts only	1.
	2.

3. Open-ended questions  
4. Open-information—  
looking for more information

Rapport-building	3.
	4.



## Personal Action Plan— A Strategic Advantage

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Which of the six principles of emotionally intelligent communication is the most important and why?

Do you have trouble talking about your emotions and why do you think that is?

How does it feel when someone shows you empathy?



In this session, you learned how to hear the feelings being expressed in a conversation, how to read unspoken feelings from nonverbal clues and how to become comfortable with all types of communication.

# USE EMOTIONAL INTELLIGENCE TO WORK THROUGH INTENSE INTERACTIONS AND CONFLICTS

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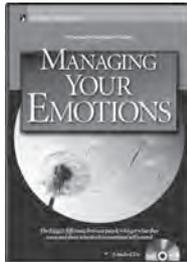


This session will teach you the value of using emotional intelligence to control conflicts. You will learn how to conquer your fear of emotional confrontations and to avoid trigger words and the negative actions they provoke.



## Learning Objectives

- Explain how trigger words cause negative reactions
- Describe an emotionally intelligent process for solving problems
- Identify how to calm an emotionally overwrought person
- Explain the importance of remaining in control of your emotions when others don't



*Source: Managing Your Emotions*

Conflict allows us to broaden our perspectives and brings greater understanding. Conflict in and of itself is not a bad thing. It is how we handle conflict that makes it destructive or constructive.

## Conquer Your Fear of Emotional Confrontations—One Step at a Time

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Conflict is easier to remedy when you have a basic plan of action for resolution. This six-step approach to a win-win conclusion will give you a foundation to build on and help you deal with emotional confrontations.

### Six steps to a win-win resolution:

**Step 1:** Ascertain and specify the trouble

- Separate personalities from problems
- Separate facts from opinions
- Make sure everyone agrees on one version of the facts
- Collect additional information, if needed
- Search for underlying reasons

**Step 2:** Identify goals

- What are we each trying to accomplish in this situation?
- What do we want the results to be?

**Step 3:** Generate other options

- Brainstorm
- Accept ideas from all parties involved in the conflict

**Step 4:** Evaluate options and make a decision

**Step 5:** Set standards for measuring outcome

- Create an action plan
- Break the plan into achievable steps
- Make changes measurable or quantifiable

**Step 6:** Set a date to review implementation

# Have This Tool Handy for the Next Time a Conflict Arises

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One of the difficulties with conflicts is that you tend to look at them in only one way. You become stuck dealing with things in your usual way, and then you can't find a solution. By using reframing—changing your thoughts about the problem—you can come up with new and useful responses.

**Here are some thoughts that will help you reframe:**

- The real problem isn't who is involved, but how I respond
- The real problem isn't what's done that is bothering me; the real problem is how I feel
- The real problem isn't how it happens, but how I deal with it
- The real problem isn't why it happens, but why I respond the way I do

**Here are some ways to reframe thoughts about a hated job:**

- The real problem isn't my boss and co-workers, but the fact that I never talk to them about my difficulties
- The real problem isn't that my boss keeps giving me more and more work, but that I haven't found a way to get help
- The real problem isn't that my job is awful, but that it makes me feel tired, depressed and angry
- The real problem isn't that my job is driving me crazy, but rather that I haven't found an effectual way of dealing with it



Write reframing statements for being overworked:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

## Avoid Trigger Words and the Negative Reactions They Provoke

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Using trigger words is almost certainly a guarantee that the conflict will escalate. Choosing the right words is the best way to bring an argument to a peaceful close.

### **“I need your advice or help.”**

- Suggests that you are seeking their help
- Tells them their opinion is important to you
- Implies that you need them and they are important

### **“You are absolutely right.”**

- Instead of always saying “You’re wrong,” or “That’s stupid,” say, “You’re right” and then re-explain what they just said with a different slant. This will make it seem like you aren’t arguing or disagreeing with them. Therefore, they have no reason to act defensively or become angry.

### **“It’s my fault.”**

- Use this when someone thinks you did something wrong, but you don’t agree. Instead of replying that you weren’t wrong, say, “It’s my fault.” And it is to some degree. Then add, “I should have explained better.”

### **“What do you think?”**

- This conveys the suggestion that their opinions have merit and are important
- Provide it as an alternative, but an attractive one at that
- If you use this one right, they think the idea is really theirs—not yours

## Heart, Logic, Instincts and Emotions ... Using All Parts of Your Brain to Find Solutions

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All parts of a machine must work together in order for the machine to function properly. It is the same with your emotions. All components must work together as a team to succeed.

### **Your emotional components are:**

1. Thoughts or cognitive appraisals
2. Behaviors or action tendencies
3. Physiological changes or arousal actions
4. Emotional makeup

What is important to understand is that your emotions are the result of the interaction of these four emotional components in response to an external event; by taking charge of them, you are able to manage your emotions and the situation.

## A New, Emotionally Intelligent Process for Solving Problems

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Use these emotionally intelligent steps to solve problems.

**Step 1:** Find the facts. What did you see or hear? Read between the lines. What actually happened?

**Step 2:** What do you and others think about the facts? Are they valid?

**Step 3:** What do you and others feel about this problem? What emotions are being expressed?

**Step 4:** What really matters in this circumstance? What is important about this? What do you want?

**Step 5:** Create strategies to get what you and others want. Base the strategies on what really matters in the situation. Emotional intelligence applied in this process will make you more resourceful and successful.

## Handling That Moment When You Suddenly Realize You May Lose It

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It happens to the best of us sometimes. We know we are going to lose control despite our best efforts to prevent it. The good news is that these six techniques can help you remain in emotional control.

### **The six rules for maintaining emotional control:**

1. Defuse the situation before it escalates
2. Remember your career goals
3. Avoid responding
4. Play with a prop
5. Analyze the situation
6. Excuse yourself

### **If you do cry:**

- Address the tears, but don't apologize
- This involves advance planning, but if you expect an emotional situation, select a meeting place where you are comfortable. Take something to drink so that when you feel you are going to become overly emotional, you can take a drink.

## Getting to the Root of the Problem by Analyzing Facts AND Feelings

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A six-step approach to identifying and solving problems and emotions will help you discover the root of the problem.

### **Make your problem solving easier by using this six-step process to solve any problem:**

**Step 1:** Define the problem

**Step 2:** Gather data and analyze the problem

**Step 3:** Analyze the emotions involved

**Step 4:** Generate potential solutions

**Step 5:** Select and implement the solution

**Step 6:** Evaluate the solution



Break into small groups. Use the six steps to solving problems to develop a solution for one of the problems below.

### **Problems:**

1. Your graphic artist must take an emergency two-week leave and will not be able to design the graphics for your company's annual report. Your supervisor is unhappy.
2. Your company's proprietary software has become corrupted, and you need it to get out the financial reports next week. Your boss is angry.

## Four Slowdown Techniques for Calming an Overly Emotional Person

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When dealing with an out-of-control person, your first priority is to get them to relax and reduce their state of arousal since when they are in a state of high emotions, there is no hope of any rational thoughts or meaningful communication.

### Tips for helping a person slow down:

1. Suggest they sit down
2. Offer them something to drink
3. Ask them to speak more slowly “so I can understand”
4. Take a creative timeout

Once the person slows down and has his or her emotions under control, you can begin to steer the course of the conversation in a productive direction.



*Source: Putting Anger to Work For You!*

### Read body language

One of the best ways to tune in to a person's feelings is to observe the angry person's body language. Is the person looking down or away to avoid direct eye contact? Is he crossing his arms or legs to protect himself or to shut you out? Is she tapping her fingers or feet nervously? You might say, “You seem uncomfortable with this.” Don't comment on specific body movements, just the impression they give you.

Rachel: “Raymond, I can tell you're quite upset about what I just said.”

Raymond: “You bet I am. I'm furious.”

Speak to the person with a quiet, relaxed, soothing voice. But be careful not to go too far and become a “kindergarten teacher.” If you do, the other person will think you are talking down to him or her.

## When Emotions Get Messy ... The Secret to Standing Out When Others Cave In

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While those around you may be allowing negative emotions such as anger and frustration to surface, say, at a tense meeting, you will stand out unequivocally if you are able to control your emotions and remain calm. Any employee who is able to keep her cool while those around her cave in to their negative emotions will certainly be on the list of “those to consider” the next time a promotion or the time for raises rolls around.



## Personal Action Plan— Emotional Intelligence and Conflict

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List 10 trigger words that are likely to make you lose control:

- |    |     |
|----|-----|
| 1. | 6.  |
| 2. | 7.  |
| 3. | 8.  |
| 4. | 9.  |
| 5. | 10. |

Think of a time in the past when you have lost it. Considering what you have learned, how would you deal with the situation today?

Why is it not a good idea to tell an overly emotional person to “calm down”?



In this session, you learned a new emotionally intelligent process for solving problems, how to use all parts of your brain to find a solution to a problem and how to get to the root of the problem.

## SELF-MANAGEMENT TIPS THAT CAN DOUBLE YOUR EFFECTIVENESS

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In this session, you will learn some valuable self-management tips that make you more effective, such as how to change one belief to change your perspective and how to identify the RCF formula.

### Learning Objectives

- |   |
|---|
| ■ Explain how to recognize the difference between good and bad emotions |
| ■ Describe how changing one belief can change your whole perspective    |
| ■ Identify the RCF formula  |
| ■ List the self-management skills in your tool kit                      |

## A New Mental Script for Controlling Your Behavior, Tendencies and Impulses

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You can help control your behavior, tendencies and impulses by developing a new mental script.

### When you begin to experience warning signs:

- Pause to understand what you are thinking and feeling: “I can pinpoint what is upsetting me.”
- Remember, *you* control your emotions: “I need to remember to stay calm.”
- Remember, *you* determine how you react: “It is in *my* best interest *not* to lose my temper.”
- Develop a new mental script for how you will react: “I will not lose my temper. Instead, I will discuss the situation in a professional manner.”

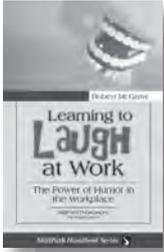
## Recognize the Difference Between “Good” and “Bad” Emotions

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Emotions have no middle ground. They are either good or bad, as in positive or negative. While negative emotions are almost always bad and need to be managed, positive emotions may not always be “good,” and they need to be managed too.

Take the case of Kyle who just bought a new car. He is excited and proud of it. He can’t wait to get to work the next morning and show it to all the guys. Then he remembers that Eddie wants a new car desperately; but Eddie’s wife is ill, and with all the medical bills, they cannot afford a new car right now. While Kyle’s emotions are good for him, they are bad for Eddie who will surely feel negative emotions when he sees Kyle’s car. Eddie goes home at lunch every day to check on his wife, so Kyle decides to wait until then to show his car to his friends.

Kyle has managed his good emotion and showed empathy for Eddie.



Source: *Learning to Laugh at Work*

### **Humor—It can increase your effectiveness**

Do you steer away from humor on the job? Are you afraid people will think you aren't serious about business? Do you fear that your attempts at humor might backfire?

Wit in the workplace doesn't mean memorizing jokes or acting like a clown. Successful businesspeople know that humor, when used effectively and appropriately, is a valuable management tool. In fact, it could easily be called one of the keys to leadership success.

Your sense of humor can help you whether you're trying to climb the career ladder or be happy right where you are. The skillful use of humor can disarm your adversaries, increase your authority and charisma, and make you a valuable and appreciated colleague.

## How Changing One Belief Can Change Your Whole Perspective on Work

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Mary was a cup-half-empty person. Her friend Lynn was a cup-half-full person. One day, when talking about her very pessimistic mother, Lynn said, "Her cup's not half full OR half empty. She doesn't even *have* a cup!" How you think *can* affect the outcome.

You work for a large law firm and you got passed over for a big promotion. Do you think:

"It makes no difference what I do because bad things just happen to me no matter what!"

Or

"The actions that I take can make a difference. I am a good lawyer. The next promotion will be mine."

People who believe there is nothing they can do tell themselves that other people and circumstances are to blame for the bad things in their life. They give up without even trying to make changes because it is "beyond my control." When faced with challenges, negative thinkers hear internal dialogue such as, "I can't. I won't. Why should I even try? It won't make a difference anyway. They won't let me. It's their fault."

People who are positive thinkers have confidence that they can control some aspects of their lives. When faced with challenges, optimistic people's internal dialogue says, "I will try. It does matter what I do. I can make a difference. I can take responsibility for improving things."

Is your cup half full or half empty, or even worse, do you even *have* a cup?



Write "cup-half-full" statements for the following situations:

1. You are being laid off due to the economy.

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2. Your company is moving north, and you will now have a 20-mile commute.

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3. Management is doubling up people in your offices, and your new office mate is going to be Jack the Tattletale.

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## Recognizing the Physical Warning Signs That Your Emotions Are Surging

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When you were Oogla the Cave Man (or Woman) a thousand years ago, the fight-or-flight syndrome served you well. With the surge of adrenalin resulting in an increase to your heart rate and blood pressure, you could have decided whether it was smarter to fight or flee when that nasty saber-toothed tiger backed you up against the cave wall. Well, today you may not be facing saber-toothed tigers, but you can face some pretty scary bosses and circumstances that place your body in a physiological fight-or-flight reaction.

### How to identify surges in emotions

- Increase in heart rate
- Flushed skin (rise in blood pressure)
- Increased respiration
- Increased perspiration
- Pupils dilate
- Awareness intensifies
- Sight sharpens
- Impulses quicken
- Perception of pain diminishes

## The RCF (Relax, Catch Yourself Thinking, Find the Causes) Formula for Stopping Automatic Responses You Later Regret

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Oftentimes it may seem as if your emotional response occurs before you even have a chance of stopping or controlling it. Kind of like a sneeze—you may know it is coming, but you can't stop it. Well, fortunately, you *can* stop automatic responses that you are likely to regret later.

### Steps to stopping automatic responses:

- **Relax:** Relaxation helps you think clearly. When you are relaxed, you become aware of what is happening with your emotions, body and mind. Slow down your breathing. Take several deep breaths and let them out slowly. Tune in to your feelings, thoughts and responses. Allow your body to relax. In your state of relaxation, revisit the event that caused you to become very upset.

- **Catch yourself thinking:** Now recall how you felt and what you were thinking when the event happened. Ask yourself, "How did I feel? Where was I tense? Hands, arms, back, neck or stomach? Did I have a headache? Was my gut reaction to fight or flee? Was I so angry that I thought about how to get even with that person?"

Accept your feelings and analyze them. Once you have fully studied your emotions, you will be able to direct your thinking into wiser actions.

- **Find the causes:** Discover the true causes for your strong reactions such as anger, revenge, fear or sorrow. Be aware that the true causes may not be obvious. You may have to search deeply for the truth to find the hidden meanings. Use questions like who?, what?, why?, when? and how? to uncover the hidden layers of meaning.

Why were you angry? Were you frustrated because someone or something got in the way of your goals? Were your beliefs or values compromised? Why did you find the person's words or actions offensive?

- **Understand what motivates you:** Motivation is why people do what they do. Think of it as an energy source that affects how you make decisions and respond to interpersonal challenges. Once you know what kind of “fuel” you need, it is possible to improve your thinking and make better choices.

## A Simple Way to Lower Your Emotional Thermostat on the Spot

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Want to lower your emotional thermostat so you can control your next emotion on the spot? It's simple! Talk to yourself. Your internal dialogue can have a huge impact on your behavior. Instead of saying to yourself, “I'll never get that promotion,” say “I have as good a chance as anyone else of getting that promotion.” Negative self-talk is powerful. Fortunately, so is positive self-talk.

## A Tool Kit of Self-management Skills You'll Use Every Day for the Rest of Your Career

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Consider the following tools.

**Take charge of your thoughts:** Your internal conversations, which may precede, accompany or follow emotions, play an important role in defining and shaping your emotional experiences. For example, it's easy to see how the statement “I'm so mad at her I could kill her” will only re-enforce your anger, while the internal statement “I will talk with her and straighten this out” will serve to reduce your anger. Allow only positive thoughts.

**Manage your arousal:** Feelings often tend to be associated with specific physical sensations: Nervousness with butterflies in the stomach or sweating, and anger with flushed cheeks and a pounding heart. Due to this, you can often get in touch with your feelings by looking at both their physiological and behavioral expressions. By learning to become aware of these signs, you can use them as a clue that it's time to calm yourself to a level of arousal that enables you to think and act effectively.

**Use relaxation to decrease your arousal:** Once you have learned to tune in to your arousal level and identify your emotions right away, you have to learn to diminish the arousal. Relaxing is the way to go about this. By relaxing, you slow down physiological activities such as breathing and heart rate, and you restore your body to its normal state. This acts then to slow down your emotional response, providing time for you to determine the best course of action. Many relaxation techniques can be used: Visualization, meditation, yoga, self-hypnosis and mild exercise. You will need to find the one that is right for you.

**Become a good problem solver:** The cornerstone of good management is effective problem-solving skills. Generally, a distressful emotion is caused by a problem situation: The angry boss, the whistling co-worker, the always-crashing computer. To effectively manage your emotions, you need to develop good problem-solving skills. That way you can determine the most effective action to take to solve the problem.

If you think of life as a series of situations that require some kind of response, then no situation is inherently a problem. It is the ineffectiveness of your response that makes it so. Take the case of a lost contract. You look for it in your files, your briefcase, next to the copy machine, but you can't find it. The problem is not the lost contract but, rather, your inability to find it. Your ineffective response to the situation of the lost contract is causing the problem.

The value of looking at problems this way is first to see that they are a normal part of life, You can't always choose the most effective way of handling a situation. Therefore, you create problems. Second, if your initial response to a situation is not working—looking for the contract—then you can choose another response such as asking your secretary to help you look or calling the client and asking for a copy of the contract.



## Personal Action Plan— Emotional Intelligence

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As you read the next sentence, be aware of your very first thought and then write it down.

“You will have to work this weekend.”

**My first thought was:**

Are you a glass-half-full or a glass-half-empty type of person? If you are glass-half-empty (or don't even have a glass), what can you do to change?

What are the six most important things you learned in this seminar and how will you put them to work for you?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.



In this seminar, you learned the importance of and the many benefits of being emotionally intelligent. You saw how being emotionally intelligent can help you succeed and how it can be a positive motivator. You saw how your company can change for the better when employees are emotionally intelligent, and how conflict can be dealt with effectively using emotional intelligence.

SEMINAR DATE
TRAINER'S NAME

Evaluation of Learning Objectives for  
**BUILDING YOUR EMOTIONAL INTELLIGENCE**

SkillPath's goal as the deliverer of quality seminars is to ensure that you have attained the learning objectives set for this course. To assist us in this determination, please evaluate your mastery of the learning objectives using the following scale:

- 1 = Did not understand or master the learning objective
- 2 = Understand the objective; did not attain mastery
- 3 = Fully mastered the learning objective

**As a result of this seminar, I am able or will be able to:**

**Rating**

- |  |       |
|--|-------|
| 1. Define emotional intelligence   | _____ |
| 2. List the benefits of emotional intelligence   | _____ |
| 3. Explain the crucial importance of self-awareness  | _____ |
| 4. Understand why and how I act the way I do   | _____ |
| 5. Define my role in creating an emotionally intelligent work environment                      | _____ |
| 6. Tell if my company measures up to the six qualities of an emotionally intelligent workplace | _____ |
| 7. List the six principles of emotionally intelligent communication                            | _____ |
| 8. Avoid trigger words   | _____ |
| 9. Recognize the physical symptoms that my emotions are surging                                | _____ |
| 10. Lower my emotional thermostat on the spot  | _____ |

Please answer "Yes," "No" or "Not Applicable" to the following questions by circling Y, N or NA

- |   |   |    |  |
|---|---|----|--|
| Y | N | NA | Were the prerequisite requirements appropriate?                            |
| Y | N | NA | Did the program materials contribute to achieving the learning objectives? |
| Y | N | NA | Were time allocations appropriate?   |
| Y | N | NA | Were handout and advance preparation materials satisfactory?               |
| Y | N | NA | Were audio-visual materials effective?                                     |

If you feel you did not attain these learning objectives, we would like to know. Please share your comments on how SkillPath Seminars and this course might have better served you:

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**Thank you for your participation.** Please fax your completed evaluation form to: 1-913-362-4241



# CERTIFICATE OF ATTENDANCE

The below signed individual participated in the SkillPath workshop



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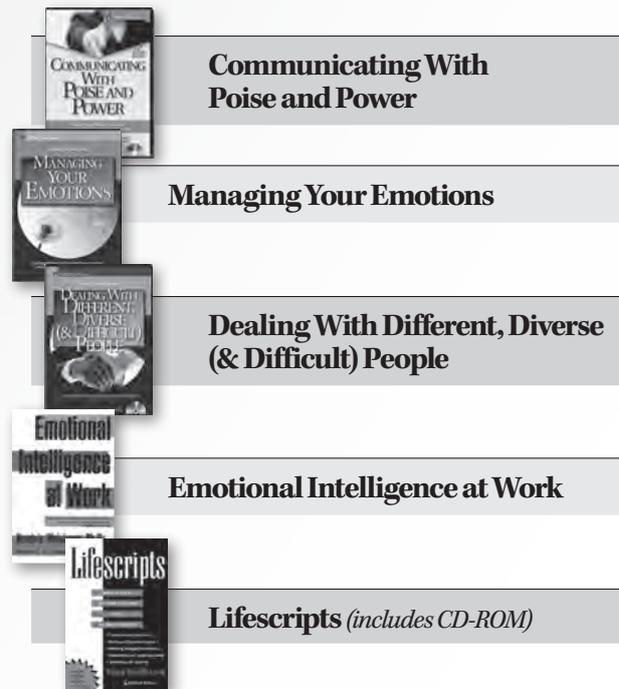
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