

The Communication Kit

Volume 2



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Foreward by the Other Guy

Emotional Intelligence

What does self-awareness have to do with emotional intelligence?



I have taken many assessments, some because I wanted to, and some...because Human Resources said I had to. I can guess the tests and get the results I want. Yes...yes...I am full of self-assessment. What does self-awareness have to do with emotional intelligence?



Self-awareness is the first component of emotional intelligence. People who have a high degree of self-awareness recognize how their feelings affect them, other people, and their job performance.

Self-awareness extends to a person's understanding of his or her goals. People with high self-awareness know where they are headed and why. People with high self-awareness are able to speak accurately and openly about their emotions and the impact these emotions have on their work.

Self-aware people know, and are comfortable with, talking about their limitations and strengths, and they often demonstrate comfort with receiving constructive criticism.

Self-aware people can also be recognized by their self-confidence. They have a firm grasp of their capabilities and are less likely to set themselves up for failure or overstretching on assignments. They also know when to ask for help.

Finally, one of the hallmarks of self-awareness is a self-deprecating sense of humor.

Takeaway: People with a strong sense of self-awareness have a deep understanding of their own emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and with others.

What does self-regulation have to do with emotional intelligence?



Sometimes I think I hear voices in my head...you know, that little voice inside. Sometimes when I am thinking...I wonder if... I said that out loud. I have high energy and I am impulsive. I have to admit...I have lost it a few times. What does self-regulation mean and what does it have to do with emotional intelligence?



Self-regulation, which is like that little voice inside, is the component of emotional intelligence that frees us from being a victim of our feelings.

People who possess emotional intelligence feel bad moods and emotional impulses, just as everyone else does, but they find ways to control and channel them in useful ways.

Self-regulation enhances integrity, which is not only good for the person but also for their workplace. Many of the bad things that happen in organizations are a function of impulsive behavior, such as exaggerating profits, padding expense accounts, or abusing power.

The signs of emotional self-regulation include the patience for reflection and thoughtfulness, comfort with ambiguity and change, and an ability to say no to impulsive urges.

People who are in control of their feelings and impulses are reasonable, and are able to create an environment of trust and fairness. In such an environment, politics and infighting are sharply reduced and productivity is high.

Takeaway: Biological impulses drive our emotions. People who have mastered their emotions are able to roll with the punches and the changes. People who possess emotional intelligence are able to suspend judgment, seek out information, and listen to coworkers as they explain new ideas and initiatives.

What does motivation have to do with emotional intelligence?



I have been accused of being a “motivator.” One of my favorite books is entitled, *100 Ways to Motivate Yourself* by Steve Chandler. Today’s concept is “Keep Your Eyes on the Prize.” What does motivation have to do with emotional intelligence?



People with motivation are driven to achieve. They are motivated by a deep desire to achieve for the sake of achievement.

People with motivation have a passion for the work itself. They seek out creative challenges, like to learn, and take great pride in a job well done.

People with motivation also display interest in and have energy to do things better. These are people who don't seem completely satisfied with the status quo. They ask questions about why things are done the way they are. They are eager to explore new approaches to their work.

Motivated people like to keep score. People who are driven like to track progress – their own, their team's, and their organization's.

People with high motivation remain optimistic even when things aren't going their way. Self-regulation combines with achievement motivation to overcome the frustration and depression that come after a setback or failure.

Takeaway: People with high levels of achievement motivation tend to be committed to their organization. When people love their jobs for the work itself, they often feel committed to the organizations that make that work possible. Committed employees are likely to stay with an organization, even when pursued by headhunters or competitors.

What does empathy have to do with emotional intelligence?



I have been working on empathy lately. I have noticed that all I have to say is, “I can understand how you could feel that way. I may feel that way – if it happened to me.” Thank goodness it didn’t. What does empathy have to do with emotional intelligence?



Empathy means thoughtfully considering others' feelings, along with other factors, in the process of making intelligent decisions.

Empathetic people are able to learn what their coworkers are feeling, and to acknowledge the fears and frustrations of those coworkers.

Empathy involves taking another person's perspective plus having an emotional dimension that allows us to experience what others are feeling. Empathy requires a genuine concern for others and their well-being.

Team members must be able to sense and understand the viewpoints of everyone around the table. It is important to create a supportive environment where team members can speak openly and raise concerns.

Empathy can be heightened collaboration.

Globalization is another reason to demonstrate empathy. People who can empathize are alert to what is said, and what is not said, and they notice minor changes in nonverbal messages.

People who have empathy have a deep understanding of both the existence and the importance of cultural and ethnic differences.

Takeaway: Empathy plays a key role in the retention of talent. Empathy plays a critical role in attracting, developing, and keeping good people. When good people leave, they take the organization's knowledge with them. Coaching and mentoring provides better performance, increased job satisfaction, and decreased turnover.

Is social skill what emotional intelligence is all about?



People say that I am a fun and friendly guy. Yep, that's me – fun, friendly, flexible, and fair. Wow, that's a lot of “f” words. I am very social. I have quite a few Facebook friends. Is social skill what emotional intelligence is all about?



Social skill is the outcome of the other dimensions of emotional intelligence.

Social skill is friendliness with a purpose and moving people in the desired direction, whether that's agreement on a new strategy or enthusiasm about a new product.

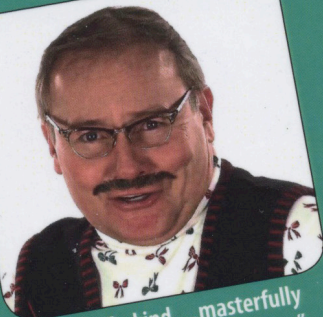
Socially skilled people have many acquaintances, and they have developed a talent for building rapport and finding common ground. They are excellent collaborators and they are driven to find a solution.

Socially skilled people are adept at managing teams. They are upbeat and energetic. They know when to make an emotional appeal and when to make a logical appeal.

Socially skilled people build relationships with people throughout the organization. They know they may need help someday, from people they are just getting to know today. They have a network in place when the time for action comes.

Takeaway: Career success is based upon getting work done through people, and social skill makes that possible. Empathy and motivation are useless if a person cannot communicate effectively with their coworkers. Social skill allows people to put their emotional intelligence to work.

What's being said about this book...



*"One of a kind... masterfully
crafted... beyond words...."
That Guy*



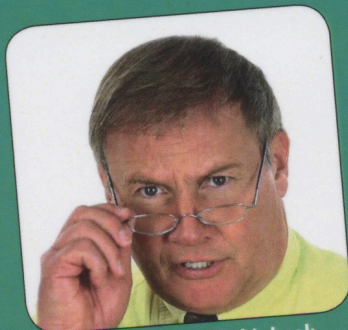
*"Thought-provoking...
significant... once I picked it up...."
This Guy*



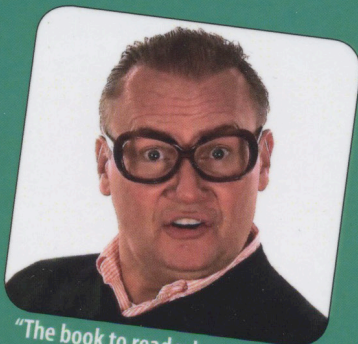
*"Daring... a real page-turner... inde-
scribable... touch of James Bond...."
Another Guy*



*"I've never read anything... like this...
educational yet entertaining...."
Some Guy*



*"I could see myself in this book...
intriguing... interesting...."
Different Guy*



*"The book to read when you don't
want to talk to anyone on a plane...."
Any Guy*

