



THE EMOTIONAL INTELLIGENCE  
TRAINING COMPANY INC.

# **EQ Development Guide**

## ***Introduction***

This guide is based on the model of EQ developed by Dr. Reuven Bar-On described in *The EQ Edge: Emotional Intelligence and Your Success* by Steven J. Stein Ph.D. and Howard E. Book, M.D., 2000. The instruments used to scientifically assess these EQ competencies are the Emotional Quotient Inventory (EQ-i™) and the EQ-360™ developed by Reuven Bar-On and published by MHS, Inc., Toronto, Ontario, Canada ([www.mhs.com](http://www.mhs.com))

## ***A Note About EQ Development***

There are several types of learning methods you should consider when implementing a development plan to improve EQ competencies. There are suggestions for you for each EQ competency for the types of learning methods available. If there is no suggestion, it is because the resource was not known at the time this guide was created.

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Set goals. Write them down and identify all the benefits you'll reap – to assist you with goal setting we have included the 'EQ Development Action Planner'
- Do a realistic self-assessment. Try to honestly and objectively identify your strengths and limitations. Check your perceptions with a trusted friend or colleague.
- Do a 360 assessment. Ask others that know you and work with you to assess your strengths and limitations. Check against your own perceptions.
- Ask people who know you or work with you for feedback; act on that feedback when you consider it valid.
- Put together a plan to further develop your strengths, and then leverage them to your benefit.
- Develop strategies to leverage your strengths and/or limit the impact of your weaknesses.
- Stretch yourself to build confidence and a sense of achievement and pride.

### **Relationship-Based Development Options**

Sometimes just setting goals isn't enough. We need help. Enlisting the help and support of a friend, coach or mentor can often enhance and speed up your improvement efforts. Your coach or mentor can:

- Help you identify areas for improvement.
- Assist you in setting realistic, yet challenging personal development goals.
- Help you assess your progress and success in attaining your goals.
- Provide honest feedback and coaching.
- Recognize your accomplishments.
- Hold you accountable to your own goals.

### **Training Courses**

#### Self-Study/Reading Resources

The best development plans often include a variety of different learning methods.

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## **Methods For Measuring Progress**

- Determine S.M.A.R.T. goals for your development.

The acronym SMART has a number of slightly different variations, which can be used to provide a more comprehensive definition for goal setting:

**S** - specific, significant, stretching

**M** - measurable, meaningful, motivational

**A** - agreed upon, attainable, achievable, acceptable, action-oriented

**R** - realistic, relevant, reasonable, rewarding, results-oriented

**T** - time-based, timely, tangible, trackable

- Set due dates for completing development activities (Time-based)
- Determine a method for tracking your progress toward your development goals (Measurable)
- Identify actions or traits in others you want to emulate. Rate yourself periodically on your demonstration of these traits and track your progress over time.
- Ask a trusted co-worker or your manager to help you assess your progress toward your goals.
- Take time regularly for reflection and self-assessment.
- Keep a journal and use it to identify progress and milestones reached
- Celebrate your accomplishments!

**EQ Development Action Planner**

To further understand the meaning of your EQ results we suggest that you reflect on them by first looking at your 3 top scores (presumably your strengths) and then your 3 lowest scores (presumably your best opportunities for growth and development).

**My highest scoring EQ competency is** \_\_\_\_\_

An example of how I display this EQ competency in my work is \_\_\_\_\_

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**My second highest scoring EQ competency is** \_\_\_\_\_

An example of how I display this EQ competency in my work is \_\_\_\_\_

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**My third highest scoring EQ competency is** \_\_\_\_\_

An example of how I display this EQ competency in my work is \_\_\_\_\_

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**Opportunities for Growth**

**My lowest scoring EQ competency is** \_\_\_\_\_

Examples of how this affects me in my work are \_\_\_\_\_

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Examples of how this affects others in my work are \_\_\_\_\_

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Improving in this area would benefit me in the following ways: \_\_\_\_\_

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Possible ways of developing in this area are (see Guide): \_\_\_\_\_

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**My second lowest scoring EQ competency is** \_\_\_\_\_

Examples of how this affects me in my work are \_\_\_\_\_

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Examples of how this affects others in my work are \_\_\_\_\_

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Improving in this area would benefit me in the following ways: \_\_\_\_\_

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Possible ways of developing in this area are (see Guide): \_\_\_\_\_

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**My third lowest scoring EQ competency is** \_\_\_\_\_

Examples of how this affects me in my work are \_\_\_\_\_

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Examples of how this affects others in my work are \_\_\_\_\_

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Improving in this area would benefit me in the following ways: \_\_\_\_\_

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Possible ways of developing in this area are (see Guide): \_\_\_\_\_

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## EQ Development Action Items

**I am committed to the following steps to develop and enhance my EQ:**

**I will celebrate and leverage my strengths in**

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

**I will strive to improve my capacity for** \_\_\_\_\_

By doing the following: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date of commencement: \_\_\_\_\_ Date of completion: \_\_\_\_\_

**I will strive to improve my capacity for** \_\_\_\_\_

By doing the following: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Date of commencement: \_\_\_\_\_ Date of completion: \_\_\_\_\_

**I will strive to improve my capacity for** \_\_\_\_\_

By doing the following: \_\_\_\_\_

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\_\_\_\_\_

Date of commencement: \_\_\_\_\_ Date of completion: \_\_\_\_\_

Check-In Partner: \_\_\_\_\_ Tel: \_\_\_\_\_

Check-In Date/Time: \_\_\_\_\_

Who will call? \_\_\_\_\_

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<b>If You Would Like To Develop</b>	<b>Refer To Page</b>
<b>Self-Regard</b> The ability to look at and understand oneself, respect and accept oneself and accept one's perceived positive and negative aspects as well as one's limitations and possibilities.	<b>8</b>
<b>Emotional Self-Awareness</b> The ability to recognize and understand one's feelings and emotions, differentiate between them, know what caused them and why, and be able to express them to others.	<b>10</b>
<b>Assertiveness</b> The ability to express one's feelings, beliefs and thoughts and defend one's personal rights in a positive and constructive manner.	<b>12</b>
<b>Independence</b> The ability to be self-reliant and self-directed in one's thinking and actions and to be free of emotional dependency. People high in Independence may ask for and consider the advice of others, but they rarely depend on others to make important decisions for them.	<b>14</b>
<b>Self-Actualization</b> The ability to realize one's potential and to strive to do that which one wants to do and enjoys doing. Self-actualization is manifested by becoming involved in pursuits that lead to a meaningful, rich and full life.	<b>16</b>
<b>Empathy</b> The ability to attend to, understand, and appreciate the feelings of others. Empathy enables one to "emotionally read" other people. Empathetic people care about others, show an interest in and concern for them.	<b>18</b>
<b>Social Responsibility</b> The ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group. This competency involves acting in socially responsible ways, even if one might not benefit personally.	<b>20</b>
<b>Interpersonal Relationships</b> The ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and the giving and receiving of affection. Positive interpersonal relationships are characterized by give and take, sensitivity and the cultivation of friendly relations.	<b>22</b>
<b>Stress Tolerance</b> The ability to withstand adverse events and stressful situations without falling apart. This ability is based on a person's capacity to choose a course of action for dealing with stress, an optimistic disposition toward new experiences and one's ability to deal with them, and a feeling one can control or influence the outcome of events.	<b>24</b>

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<b>If You Would Like To Develop</b>	<b>Refer To Page</b>
<b>Impulse Control</b> The ability to resist or delay an impulse, drive, or temptation to act. Impulse control entails a capacity for controlling aggression and irresponsible behavior.	<b>26</b>
<b>Reality Testing</b> The ability to assess the correspondence between what is experienced (the subjective) and what in reality exists (the objective). It is the ability to focus and concentrate when trying to assess and cope with situations that arise.	<b>28</b>
<b>Flexibility</b> The ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions. Flexibility applies to one's overall ability to adapt to unfamiliar, unpredictable and dynamic circumstances.	<b>30</b>
<b>Problem Solving</b> The ability to identify and define problems and to generate and implement potentially effective solutions. Problem solving is associated with being conscientious, disciplined, methodical and systematic in one's approach to solving problems and making decisions.	<b>32</b>
<b>Optimism</b> The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity. Optimism assumes a measure of hope and is a positive approach to daily living.	<b>34</b>
<b>Happiness</b> The ability to feel satisfied with one's life, to enjoy oneself and being with others, and to have fun. Happiness combines self-satisfaction, general contentment and the ability to enjoy one's life.	<b>36</b>

## **Intra-Personal Skill: Self-Regard**

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### **Definition**

The ability to look at and understand oneself, respect and accept oneself and accept one's perceived positive and negative aspects as well as one's limitations and possibilities.

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### **Benefit**

In the workplace, employees who have high self-regard are more sure of themselves and are likely to have a high level of other EQ competencies. Better self-regard leads to better self-confidence, which generally translates into better work performance. Also, because these individuals are aware of both their strengths and weaknesses, they are realistic in their evaluation of their own skills and open to feedback.

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### **Behavioral Indicators**

#### **Indicators of effective levels of self-regard:**

- You respect yourself and view yourself as basically good.
- You have a realistic sense of your abilities.
- You both appreciate your positive qualities and accept your negative aspects and limitations.
- You are generally satisfied with yourself.

**Synonyms:** secure, strong, self-assured, self-confident

#### **Indicators of ineffective levels of self-regard:**

Under use:

- You devalue yourself and sometimes see yourself as "bad."
- You may tend to dismiss your positive qualities or you are unaware of your limitations.

Over use:

- You may tend to see yourself as better or more skilled than you are.
- You may tend to either inflate your strengths or downplay your limitations resulting in an unrealistic sense of your abilities.

**Synonyms:** Insecure, lacks confidence, unassured (or over-confident)

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## Development Strategies

### **Self-Study/Reading Resources**

**Now, Discover Your Strengths. Marcus Buckingham.** A unique approach focusing on enhancing people's strengths rather than eliminating their weaknesses. and explains how to build a "strengths-based organization" by capitalizing on the fact that such traits are already present among those within it. Most original and potentially most revealing, however, is a Web-based interactive component that allows readers to complete a questionnaire developed by the Gallup Organization and instantly discover their own top-five inborn talents.

**The Power of Self-Esteem, Nathaniel Branden, Ph.D. (1992).** Discover the more than 20 characteristics that indicate positive self-regard, the 12 obstacles to growth of self-esteem, the six self-empowerment principles and how your positive self-esteem makes a powerful difference in the changing workplace.

**Ten Days To Self-Esteem, David D. Burns, M.D. (1993).** This book presents innovative, clear and compassionate methods that will help you identify the causes of your mood slumps and develop a more positive outlook on life. You'll learn that (1) you feel the way you think (negative feelings like guilt, anger and depression do not result from bad things that happen to you, but from the way you think about these events), (2) you can change the way you feel, and (3) you can enjoy greater happiness, productivity and intimacy.

**The Self-Esteem Work-Book, Lynda Field (1995).** This book is packed with practical and effective techniques and exercises which will help you bring a new sense of creativity and vision to your life. This book helps you develop and put into practice your own self-esteem action plan.

**The Ultimate Secrets Of Total Self-Confidence. Robert Anthony, M.D.** Dr. Anthony's premise is that most of our problems with self-confidence, self-esteem and success can be traced back to our belief systems, habit patterns and level of awareness. He says that unless you accept that your current level of awareness totally dictates what you get out of life, you cannot change anything. According to the book, one's awareness is a result of one's belief systems. So, our belief systems are what limit us from achieving our potential. It isn't enough to realize that we are wrong about some of our beliefs, but we actually have to change our old habits and form some new ones to replace these old habits. The author believes that it takes about 21 days to break an old habit and form a new one.

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## Intra-Personal Skill: Emotional Self-Awareness

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### Definition

The ability to recognize and understand one's feelings and emotions, differentiate between them, know what caused them and why, and be able to express them to others.

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### Benefit

In the workplace, good emotional self-awareness promotes successful conflict resolution and leads to improved interaction between staff. It enables people to understand their feelings and to express them in appropriate ways. Lastly, out of control emotions always work against us. People who are emotionally self-aware are able to control their anger and are more likely to deal sensitively with others.

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### Behavioral Indicators

#### Indicators of effective levels of emotional self awareness:

- You recognize your feelings.
- You know what you're feeling and why.
- You can describe what you're feeling.
- You can express your feeling to others.
- You are able to manage or control your behavior based on insight into what you're feeling and why.
- You understand the consequences of acting on your emotions.
- You are aware of your "ouch" points or "hot" buttons and react appropriately.

**Synonyms:** in-touch, self-aware

#### Indicators of ineffective levels of emotional self awareness:

Under use:

- You have difficulty recognizing and describing what you are feeling.
- You have difficulty understanding the reasons for your feelings.
- You find it difficult to express your feelings to others.
- Sometimes your feelings overwhelm you and you act inappropriately.

Over use:

- You are too aware of your emotional states and sometimes become too absorbed in them.

**Synonyms:** out-of-touch, disconnected (or overly emotional)

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### Development Strategies

#### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Look for opportunities to describe and share your feelings with others.
- Try to determine the situations (positive and negative) that inspire within you the strongest emotions and greatest motivation.
- Create an emotional self-awareness journal to think through unexamined or unexpressed emotions.
- Develop scripts for expressing "problem" emotions.
- Identify your "hot buttons" so you are prepared to react appropriately when they're pushed.
- Identify who the people are most likely to elicit strong emotions in you. Develop a plan for dealing with these people and emotions in the future.

- Ask a friend or co-worker to let you know when your body language indicates strong negative emotions. Check your perception against their observation.

**Training Courses**

**Self Awareness re: Preferences and Tendencies/Personality Type** (MBTI, Insights, DiSC, True Colors) Learn your own behavior styles as well as those of others. Learn to use your behavior style appropriately, understand yourself better, and relate to others more effectively.

**Self-Study/Reading Resources**

**Emotional Alchemy: How The Mind Can Heal The Heart, Tara Bennett-Goleman (2001).** Emotional Alchemy maps the mind and shows how, according to recent studies in cognitive therapy, most of what troubles us falls into ten basic emotional patterns, including fear of abandonment, social exclusion (the feeling that we don't belong), and vulnerability (the feeling that some catastrophe will occur). This book teaches us how we can free ourselves of such patterns and replace them with empathy for others and ourselves through the simple practice of mindfulness, an awareness that lets us see things as they truly are without distortion or judgment.

**The Feeling Good Handbook. David Burns, M.D.** In *The Feeling Good Handbook*, Dr. Burns adapts cognitive therapy to deal with the wide range of everyday problems that plague so many (chronic nervousness, panic attacks, phobias, and feelings of stress, guilt, or inferiority). *The Feeling Good Handbook* teaches how to remove the mental obstacles that bar you from success--from test anxiety and fear of public speaking to procrastination and self-doubt. Filled with charts, quizzes, weekly self-assessment tests, and a daily mood log, *The Feeling Good Handbook* actively engages its readers in their own recovery. *The Feeling Good Handbook* is an indispensable guide to help change thinking, control mood swings, deal with disasters, and feel better about yourself and those around you.

**The Ultimate Secrets Of Total Self-Confidence. Robert Anthony, M.D.** Dr. Anthony's premise is that most of our problems with self-confidence, self-esteem and success can be traced back to our belief systems, habit patterns and level of awareness. He says that unless you accept that your current level of awareness totally dictates what you get out of life, you cannot change anything. According to the book, one's awareness is a result of one's belief systems. So, our belief systems are what limit us from achieving our potential. It isn't enough to realize that we are wrong about some of our beliefs, but we actually have to change our old habits and form some new ones to replace these old habits. The author believes that it takes about 21 days to break an old habit and form a new one.

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## Intra-Personal Skill: Assertiveness

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### Definition

The ability to express one's feelings, beliefs and thoughts and defend one's personal rights in a positive and constructive manner.

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### Benefit

In the workplace, proper assertiveness (as opposed to being passive or aggressive) helps individuals to work together more cohesively and to share ideas effectively. Good leaders have well-developed assertiveness skills. They are able to clearly express their viewpoints, gather and utilize the ideas and thoughts of others and take a stand when necessary.

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### Behavioral Indicators

#### Indicators of effective levels of assertiveness:

- You easily express your ideas and thoughts with others.
- You tell people when you are angry with them.
- You are able to disagree with others in a constructive manner.
- You can tell people "no" when needed.
- You stand up for your rights.

#### Indicators of ineffective levels of assertiveness:

Under use:

- You often find it difficult to share your thoughts and ideas.
- You have difficulty telling people when you are angry with them.
- You generally go along with what others want, even if it's not your choice.
- You have a hard time saying "no."
- You are not able to stand up for your rights.

Over use:

- You tend to discount the ideas and opinions of others.
- You can be aggressive when pursuing your own interests.

**Synonyms:** confident, open, assertive, self-assured

**Synonyms:** Insecure, wishy-washy, passive (or over-confident, aggressive)

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### Development Strategies

#### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Make it a point to speak up in meetings and express your ideas and thoughts.
- When you're angry, take some time to think about what you want to say, and then make it a priority to talk to the person one-on-one.
- Be realistic about what you have the time to take on and say "no" when appropriate.
- Identify negative self-talk or expectations that keep you fearful of speaking up.
- To identify your primary way of interacting with people, keep a log of when you behave assertively, passively or aggressively. Work to increase the number of times you behave assertively and reduce the time you're either passive or aggressive.
- Identify situations in which you typically behave passively or aggressively. Create a plan of action or scripts you can use to behave assertively in these situations.

- Become aware of the times you represent your opinions as facts. Try to be clearer about the distinction between facts and opinions and begin to represent them appropriately.

Sometimes a lack of assertive behavior is rooted in low *Self-Regard*. Look over the development strategies for this emotional intelligence competency to see if some of them might work for you.

### **Relationship-Based Development Options**

Sometimes just setting goals isn't enough. We need help. Enlisting the help and support of a friend, coach or mentor can often enhance and speed up your improvement efforts. Your coach or mentor can:

- Help you identify areas for improvement.
- Assist you in setting realistic, yet challenging personal development goals.
- Help you assess your progress and success in attaining your goals.
- Provide honest feedback and coaching.
- Recognize your accomplishments.
- Hold you accountable to your own goals.

### **Self-Study/Reading Resources**

**The Assertiveness Workbook: How To Express Your Ideas and Stand Up For Yourself At Work and In Relationships, Randy J. Paterson, Ph.D.** Learn how to build self-confidence, express your ideas, say "no" without guilt, and stand up for yourself in life, love and on the job – all with a proven, simple step-by-step method.

**Managing Assertively: How To Improve Your People Skills, Madelyn Burley-Allen.** This is a self-teaching guide where you will learn the eight building blocks to become a more assertive manager. You'll learn how to overcome self-defeating behavior, handle criticism, state limits and expectations, become a more effective listener, give and receive feedback confidently, and handle conflict, stress, personal problems and other difficult on-the-job situations.

**The Anger Habit, Carl Semmelroth and Donald Smith.** *The Anger Habit* boldly exposes a common solution to the problems of family discord, anxiety, depression, and loneliness. Illuminates, with case histories, the road to a sense of control without anger. Conquer Your Anger: Learn where your anger comes from; learn how to keep anger from destroying your relationships, happiness, and productivity. Case Reviews Show You How to Avoid: Temper tantrums, Feelings of going crazy, Depression, Panic, Humiliation, Family battles

**The Anger Habit Workbook, Carl Semmelroth and Donald Smith.** The Anger Habit Workbook is a useful companion book to *The Anger Habit*. It contains right-to-the-point instructions and exercises for cooling down anger, owning anger as your own problem, reducing righteousness and how to identify and reduce control problems. Especially helpful are the "lessons" on criticism, judgmental thinking, and self-importance.

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## **Intra-Personal Skill: Independence**

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### **Definition**

The ability to be self-reliant and self-directed in one's thinking and actions and to be free of emotional dependency. People high in Independence may ask for and consider the advice of others, but they rarely depend on others to make important decisions for them.

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### **Benefit**

In the workplace, the proper balance is for people to "think for themselves" and yet still listen to and utilize ideas from others when appropriate. Independent employees are self-directed and therefore can be empowered to make autonomous decisions and manage their own work.

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### **Behavioral Indicators**

#### **Indicators of effective levels of independence:**

- You are self-directed and self-controlled in your thinking and actions.
- You are self-reliant when planning and making decisions.
- You function autonomously and are free of dependencies.
- Your self-confidence and inner strength are not dependent on the thinking or actions of others.
- You take charge of your own life, you are your own person, and you seek your own direction.

**Synonyms:** self-sufficient; autonomous, self-reliant, interdependent

#### **Indicators of ineffective levels of independence:**

Under use:

- You would rather follow than lead.
- You often need to be told what to do.
- You often rely on the ideas of others.
- You find it difficult to make decisions alone.
- You often feel that you need others more than they might need you.

Over use:

- You tend to make decisions based almost exclusively on your own agenda.
- You may be seen as a poor team player.

**Synonyms:** follower, dependent (or lone ranger, loner)

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### **Development Strategies**

#### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- During a week's time, make note of the times you turn to others for decisions. Were you wanting them to make decisions for you or simply seeking their input on decisions you intended to make?
- Take an objective look at where you lie on the dependency/independent continuum.
- Identify the negative self-talk and limiting beliefs that negatively impact your ability to think and behave independently.
- Realistically evaluate the accuracy of negative self-talk; re-script as appropriate.
- Practice making decisions on your own without turning to others.

Sometimes a lack of independent behavior is rooted in low *Self-Regard* or *Assertiveness*. Look over the development strategies for these emotional intelligence competencies to see if some of them might work for you.

**Self-Study/Reading Resources**

**Self-Directed Behavior: Self-Modification For Personal Adjustment. David Watson and Roland Tharp.** A guide to self-analysis and achieving goals that is intended to help readers develop more self-determination and control over their lives, based on behavioral principles. This book presents a workable set of skills readers can use for tackling their own self-modification programs, whether it is to improve self-confidence, control problem behaviors, implement new behaviors or stop behaviors. *Self Directed Behavior* teaches the basic skills necessary for a reader to modify the behavior of their own choice.

**Decision Traps: The Ten Barriers To Brilliant Decision-Making And How To Avoid Them. Edward Russo and Paul Schoemaker.** Executives rate decision-making ability as *the* most important business skill, but few people have the training they need to make good decisions consistently. Dr. J. Edward Russo and Dr. Paul J. H. Schoemaker have developed a program that can help you avoid "decision traps" -- the ten common decision-making errors that most people make over and over again.

**Winning Decisions: Getting It Right The First Time. Edward Russo and Paul Schoemaker.** Making good, fast, frequent decisions... better than those with whom you compete is a critical skill in today's business climate. It's a skill that all of us can learn, much like a proper golf swing. In *Winning Decisions*, the authors lay out a four-step process that constitutes "a broad, conceptual framework" applicable in virtually any situation where a decision is needed. Learn how to make decisions "with the head, not the gut" using a four-phase program: Framing, Gathering Intelligence, Coming to Conclusions, and Learning from Experience.

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## Intra-Personal Skill: Self-Actualization

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### Definition

The ability to realize one's potential and to strive to do that which one wants to do and enjoys doing. Self-actualization is manifested by becoming involved in pursuits that lead to a meaningful, rich and full life.

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### Benefit

In the workplace, high self-actualization is connected with good motivation and striving to optimize both individual and team performance. A well-rounded individual brings more life experience to the job and therefore has more to offer.

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### Behavioral Indicators

#### Indicators of effective levels of self-actualization:

- You are realizing your potential capacities.
- You pursue a meaningful, rich and full life of your own choosing.
- You engage in activities that are enjoyable and meaningful.
- You strive toward maximum development of your abilities and talents.

**Synonyms:** inspired, purposeful, self-actualized

#### Indicators of ineffective levels of self-actualization:

Under use:

- You don't feel you are realizing your potential.
- Your life sometimes seems to lack meaning and purpose.
- Many of your activities are not interesting or enjoyable to you.
- You prefer comfort to growth.
- You don't feel motivated or excited about the activities in which you typically engage.

Over use:

- You are so involved in what's meaningful to you that you fail to pursue important activities that don't interest you.

**Synonyms:** bored, disinterested, by-stander, lacks purpose

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### Development Strategies

#### Experienced-Based Development Strategies

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Determine at least two things you can do in each area of your life (work, family, personal, friends) to improve yourself and/or your personal sense of satisfaction.
- Set action-oriented goals that include specific, manageable steps that lead to achievements that you find meaningful.
- Make time for, and do things, you love to do – at least some of the time.
- Fall in love with your job, your family, etc.
- Strike a balance between all the areas of your life.
- Explore your interests, join a club, find others that enjoy your same interests, etc.

Sometimes self-actualization is related to your *Happiness* subscale. Look over the development strategies under the Happiness emotional intelligence competency to see if some of them might also work for you.

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## **Training Courses**

**The Art Of Employee Development.** This course is designed to help participants understand the concepts that make the personal Renewal and Marketing Plan (RAMP) the base of the Performance Management process. Participants discover how to create their personal RAMPs as well as gain the skills necessary to assist others through the process. This process enables participants to identify strengths and weaknesses and to create a development plan based on goal-oriented needs.

**Life Strategies Book Discussion.** This is a discussion group around the book by Phillip McGraw, Ph.D., *Life Strategies: Doing What Works, Doing What Matters*. The group meets for 2.5 hours each month to discuss a chapter or two. *Life Strategies* is a down to earth, honest attempt to help you and other participants identify the ways in which you contribute to or detract from your own effectiveness. Learn to effectively manage you own life, create what you want in life, and improve all of your relationships with others.

## **Reading Resources To Consider**

**Life Strategies: Doing What Works, Doing What Matters. Phillip McGraw, Ph.D.** Some people spend their lives reacting to what life hands them, while others craft life to fit their goals. Author Phillip C. McGraw, who is a psychologist but describes himself as a strategist, is determined to make sure that his readers are the creators *of* their lives, not created *by* their lives. By accepting that you are personally accountable for every element of your life, McGraw says, you can erase the negative "epidemic behaviors" (found in all of American society: denial, false assumptions, inertia, deceptive masking) in your life and reach your goals. If you learn and abide by the Life Laws and go on to create a Life Strategy, McGraw claims you will not only know yourself better and eliminate negative behaviors, you will also know how to reach any goal you set for yourself.

**What Should I Do With My Life? Po Bronson.** In *What Should I Do with My Life?* Po Bronson manages to create a career book that is a page-turner. His 50 vivid profiles of people searching for "their soft spot--their true calling" will engage readers because Bronson is asking himself the same question. He explores his premise, that "nothing is braver than people facing up to their own identity." He tackles thorny issues about self-determination, among them: paradoxes of money and meaning, authorship and destiny, brain candy and novelty versus soul food.

**Living Life On Purpose: A Guide To Creating A Life Of Success And Significance. Greg Anderson.** In this book, Anderson writes about the transforming power of living one's life on purpose – of living out of one's mission.

**Making A Life, Making A Living: Reclaim Your Purpose And Passion In Business And In Life. Mark Albion.** Mark Albion addresses "successful" businesspeople that feel as if their personal lives are not successful. He believes life is too short to work at something that has no value to you. He presents real stories from his own life and the lives of others interspersed with uplifting quotes from philosophers, poets, and celebrities.

**The Breakout Principle: How To Activate The Natural Trigger That Maximizes Creativity, Athletic Performance, Productivity And Personal Well-Being. Herbert Benson And William Proctor.** If self-help books usually fall short of delivering life changes, *The Breakout Principle* is a book of a different stripe: a science-based path to self-transformation. Herbert Benson, M.D. pulls together 30 years of mind-body research to describe the Breakout Principle: "a powerful mind-body impulse that severs prior mental patterns and--even in times of great stress or emotional trauma--opens an inner door to a host of personal benefits." Breakouts open the door to different kinds of peak experiences--self-awareness, creativity, productivity, athleticism, rejuvenation, and transcendence--and lead to lasting changes.

## Emotional Intelligence Competency:

### **Inter-Personal Skill: Empathy**

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#### **Definition**

The ability to attend to, understand, and appreciate the feelings of others. Empathy enables one to “emotionally read” other people. Empathetic people care about others, show an interest in and concern for them.

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#### **Benefit**

In the workplace, understanding the duties and demands being placed on fellow staff members creates cohesive functioning. Understanding other’s points of view will help make one a better team player. Taking the time to understand how people feel builds relationships.

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#### **Behavioral Indicators**

##### **Indicators of effective levels of empathy:**

- You are aware of, understand and appreciate the feelings and thoughts of others.
- You are sensitive to what, how and why people think and feel the way they do.
- You are able to “emotionally read” other people.
- You show caring and interest in others.
- You can see the world from another’s point of view regardless of how it may differ from your perceptions.

**Synonyms:** caring; understanding, good listener, attentive, compassionate

##### **Indicators of ineffective levels of empathy:**

Under use:

- You find it difficult to understand and/or appreciate the feelings of others.
- You are sometimes insensitive to the feelings of others.
- You find it difficult to read the emotions of others.
- You have a hard time seeing things from other people’s points of view.
- You are not known for being an empathetic person.

Over use:

- Your emotional understanding of others inhibits your ability to hold others accountable.
- Your ability to empathize encourages relationships where others become dependent on you.

**Synonyms:** uncaring, insensitive, poor listener (or co-dependent, soft)

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Make an extra effort to truly listen to others more than you do today.
- Ask questions to understand other's points of view.
- Invite others to share their ideas and opinions.
- Especially in emotionally tense situations, resist the urge to get pulled into other's emotional drama.
- When trying to understand the feelings of others, check your perception with that person to see how close you've come to really understanding their feelings or viewpoints.

### **Training Courses**

**Finding The Middle Ground: Solving Interpersonal Problems At Work.** In this 6- hour class you will learn to give feedback that is non-threatening and helpful, receive feedback graciously, and identify sources of conflict. You will also learn to move from conflict to feedback to problem solving and resolve conflict so everyone wins.

**Getting Along To Get Along: Building Productive Work Relationships.** Understand that relationships are not a 50-50% proposition – they're 100-100%. Learn to set and meet expectations – yours and others. Learn the common-sense secrets of successful work relationships.

**Communicate To Develop Relationships. (LRN)** Understand the connection between your ability to communicate effectively and your success in life. Learn to communicate in a way that develops, rather than detracts from, your relationships with others.

### **Self-Study/Reading Resources**

**The Power Of Empathy: A Practical Guide To Creating Intimacy, Self-Understanding, and Lasting Love In Your Life.** Katherine Ketcham. The Power of Empathy explores the remarkable power of one human being to know and help another human being simply through understanding. One of the most useful, yet misunderstood faculties, empathy can help and heal us all.

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## Inter-Personal Skill: Social Responsibility

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### Definition

The ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group. This competency involves acting in socially responsible ways, even if one might not benefit personally.

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### Benefit

In the workplace, social responsibility means contributing to recognized departmental and company goals and norms. It also means being aware of the greater good one can contribute to the company and society as a whole. Socially responsible employees are great corporate citizens.

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### Behavioral Indicators

#### Indicators of effective levels of social responsibility:

- You are a cooperative, contributing and constructive member of your social group.
- You act in a responsible manner even when you might not personally benefit.
- You behave in a socially responsible manner.
- You do not abuse or take advantage of others.

**Synonyms:** caring, good corporate citizen, team player

#### Indicators of ineffective levels of social responsibility:

Under use:

- You are not always a cooperative, constructive member of your social group.
- You tend to act in ways that benefit you regardless of the impact on others.
- You sometimes behave in socially unacceptable ways.
- You sometimes take advantage of others.

Over use:

- You tend to get too caught up in your concern for others.
- You sometimes use your high ethical standards as an excuse for not trying new things.

**Synonyms:** uncaring, uncooperative, loner

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Take part in community organizations and volunteer activities; vote.
- Contribute time and/or money to charitable organizations.
- Lend a hand to others in need – people you know and those you don't know.
- Make an extra effort to show sensitivity and caring to coworkers, family and friends.
- Get involved in your department; volunteer for committees.
- Determine what it means to be a good corporate citizen, and then begin doing those things on a regular basis.

### **Self-Study/Reading Resources**

**Beyond The Bottom Line: Putting Social Responsibility To Work For Your Business And The World, Joel Makower.** In this energizing study, Makower theorizes that firms "function best when they merge their business interests with the interests of customers, employees, suppliers." This social responsibility thesis, or "caring capitalism," is illustrated with examples from numerous well-known companies (Reebok, Body Shop). Practical tips abound as we learn how firms inaugurate such policies as environmental protection and family leave.

**The Civil Corporation: The New Economy Of Corporate Citizenship, Simon Zadek.** This book explores how far businesses can and should improve their social and environmental performance, arguing that corporate citizenship emerges from the New Economy dynamics, and relating it to learning, knowledge and innovation. The book sets out practical issues for business, including goal and boundary setting, measurement, dialogue and how to build trust - vital both to business success and stable participation in civil governance.

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## Inter-Personal Skill: Interpersonal Relationships

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### Definition

The ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and the giving and receiving of affection. Positive interpersonal relationships are characterized by give and take, sensitivity and the cultivation of friendly relations.

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### Benefit

In the workplace, good interpersonal relations translate into effective communication between individuals and business units. All businesses are “people businesses” and require employees and leaders to be able to establish effective relationships with other employees, vendors and customers.

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### Behavioral Indicators

#### Indicators of effective levels of interpersonal relationships:

- You establish and maintain mutually satisfying relationships characterized by intimacy and by giving and receiving affection.
- You feel at ease and comfortable in your relationships with others.
- You establish relationships that balance give and take and sensitivity to one another’s concerns and needs.

**Synonyms:** open, affectionate, warm, friendly, kind

#### Indicators of ineffective levels of interpersonal relationships:

- Under use:
- You have a difficult time establishing relationships characterized by intimacy.
  - You don’t give or receive affection easily.
  - You are not comfortable in your relationships with others.
  - Your relationships tend to emphasize give or take rather than a balance of them.
  - Your relationships tend to be superficial.
- Over use:
- You have such a focus on others that you are not able to act independent of them.

**Synonyms:** closed, unaffectionate, cold, aloof (or needy)

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Do a relationship audit by asking people for feedback on your relationship skills.
- Identify situations when you don't feel comfortable around people. Determine ways to make yourself more comfortable.
- Over the next week, make it a point to talk to people you wouldn't normally talk to.
- Think a several questions you could ask people to get to know them better. Use your questions to open doors to new relationships.
- Ask your co-workers or employees to give you feedback on your ability to make them feel valued or important.

Sometimes interpersonal relationships can be related to *Empathy or Assertiveness*. Take a look at the Development Strategies under these emotional intelligence competencies for more ideas for improving this subscale.

### **Training Courses**

**Getting Along To Get Along: Building Productive Work Relationships.** Understand that relationships are not a 50-50% proposition – they're 100-100%. Learn to set and meet expectations – yours and others. Learn the common-sense secrets of successful work relationships.

**Communicate To Develop Relationships. (LRN)** Understand the connection between your ability to communicate effectively and your success in life. Learn to communicate in a way that develops, rather than detracts from, your relationships with others.

### **Self-Study/Reading Resources**

**People Skills, Robert Bolton.** People Skills is a communication-skills handbook that can help you eliminate common communication problems. Author Robert Bolton describes the twelve most common communication barriers, showing how these "roadblocks" damage relationships by increasing defensiveness, aggressiveness, or dependency. He explains how to acquire the ability to listen, assert yourself, resolve conflicts, and work out problems with others. These are skills that will help you communicate calmly, even in stressful situations.

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## Stress Management Skill: Stress Tolerance

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### Definition

The ability to withstand adverse events and stressful situations without falling apart. This ability is based on a person's ability to choose a course of action for dealing with stress, an optimistic disposition toward new experiences and one's ability to deal with them, and a feeling one can control or influence the outcome of events.

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### Benefit

In the workplace, effective stress tolerance helps people to manage reasonable workloads, establish clear priorities and meet realistic deadlines. In a rapidly changing workplace, stress tolerance helps people effectively cope with constantly changing conditions and expectations and to adapt accordingly.

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### Behavioral Indicators

#### Indicators of effective levels of stress tolerance:

- You withstand adverse events and stressful conditions without falling apart.
- You have an optimistic disposition toward change and your own ability to overcome the specific problem at hand.
- You have a repertoire of suitable responses to stress.
- You can remain calm in stressful situations rather than surrendering to feelings of helplessness or hopelessness.
- You can control anxiety levels in stressful situations whereby being able to continue to make objective and realistic decisions.

**Synonyms:** calm, composed, level-headed

#### Indicators of ineffective levels of stress tolerance:

- Under use:
- You tend to fall apart during stressful situations.
  - You tend to think negatively and feel a loss of control when involved in change.
  - You tend to feel helpless or hopeless during stressful situations.
  - You generally don't respond well to stress.
  - You find it difficult to remain calm and to control your anxiety level during stressful situations.
- Over use:
- You are so capable of handling stress that you lack empathy or understanding of those not so inclined.

**Synonyms:** Disoriented, stressed, tense

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Learn, and then practice, a variety of stress management techniques to see which ones work best for you.
- Develop a support network to assist you when under stress.
- During times of change, create a pro and con list to accurately identify the positives and negatives of the change.
- Make it a point to get involved in change events so you have greater levels of input.
- When under stress make a commitment to talk to someone about your stress and anxiety.

### **Training Courses**

**Stress Management.** Improve your stress management skills in order to improve your personal and professional productivity and satisfaction. Assess current stress levels and coping resources. Identify and minimize the impact of the stressors in your life.

**Making The Most Of Change.** Understand the process of change and our natural reactions to it. Develop strategies for dealing effectively with change. Learn how to easily turn problems into opportunities. Learn 5 powerful, empowering questions to get you thinking positive about change.

### **Self-Study/Reading Resources**

**The Relaxation And Stress Reduction Workbook, Martha Davis.** First introduced in 1980, the book received praise for presenting a comprehensive look at stress, its physical manifestations, and the multiple ways it can be managed. Twenty years later, its well-organized chapters on breathing, relaxation, meditation, thought stopping, and body awareness still guide the reader through copious self-help techniques to try and, eventually, master. Other chapters, including job stress management, goal setting and time management, and assertiveness training, focus on daily scenarios people often find distressing. Lessons in identifying key elements that trigger unpleasant responses and in reacting differently to these elements are designed to defuse perceived conflicts.

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## Stress Management Skill: Impulse Control

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### Definition

The ability to resist or delay an impulse, drive, or temptation to act. Impulse control entails a capacity for controlling aggression and irresponsible behavior.

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### Benefit

In the workplace, rash actions can be costly. Mistakes can often be avoided by simply taking time to stop and think. Controlling frustration and anger are highly important, especially in rapidly changing, complex and demanding environments.

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### Behavioral Indicators

#### Indicators of effective levels of impulse control:

- You are able to control your anger.
- You have a relatively even temperament and don't often explode with anger.
- You don't talk too much and/or too loud.
- You are usually patient.
- You are not impulsive and find it relatively easy to control your impulses.
- You are able to delay gratification.

**Synonyms:** Even tempered, patient, controlled, long-term thinker

#### Indicators of ineffective levels of impulse control:

Under use:

- You find it difficult to control your anger.
- You have a bad temper and often explode with anger.
- You tend to talk too much or too loud.
- You are impatient and find it difficult to delay gratification when you want something.
- You are impulsive.
- You often say the wrong thing at the wrong time.

Over use:

- You have little capacity for spontaneity.
- You may appear to lack passion for the things you're involved in.

**Synonyms:** Impulsive, rash, angry, bad temper, loud

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Identify common times when you tend to get angry, and then try to control your anger during these times.
- Develop alternative ways of handling situations in which you typically get angry.
- Before giving in to an impulse, make a list of pros and cons.
- Devise ways to prevent impulsive behavior.
- For situations where you tend to be very impulsive, set a time period for yourself in which you commit to not acting on your impulse.
- Identify your tolerance for frustration. Are there ways to minimize your frustration during these times?
- Make it a point to get the input of others before making snap decisions.
- Identify your "hot buttons" so you are prepared to react appropriately when they're pushed.
- Identify who the people are most likely to elicit strong emotions in you. Develop a plan for dealing with these people and emotions in the future.

Sometimes a lack of *Impulse Control* is related to low *Emotional Self-Awareness*. Look over the development strategies for this emotional intelligence competency to see if some of them might work for you.

### **Self-Study/Reading Resources**

**Stop Me Because I Can't Stop Myself: Taking Control Of Impulsive Behavior. Jon Grant, M.D. and S.W. Kim, M.D.** The nation's leading impulse-control specialists offer new hope for people whose impulsive behaviors create life problems Millions of Americans have a secret problem. Daily they wrestle with irresistible urges-- to shop, steal, gamble, and more -- that wreak havoc on their lives, families, and careers. Highlights include: \*Clues for identifying impulse control behavior \*An explanation of the various types of disorders \*Information on the latest treatments \*Biological and emotional causes \*Mood disorders and their effects.

**The Anger Habit. Carl Semmelroth and Donald Smith.** *The Anger Habit* boldly exposes a common solution to the problems of family discord, anxiety, depression, and loneliness. Illuminates, with case histories, the road to a sense of control without anger. Conquer Your Anger: Learn where your anger comes from; learn how to keep anger from destroying your relationships, happiness, and productiveness. Case Reviews Show You How to Avoid: Temper tantrums, Feelings of going crazy, Depression, Panic, Humiliation, Family battles

**The Anger Habit Workbook. Carl Semmelroth and Donald Smith.** The Anger Habit Workbook is a useful companion book to *The Anger Habit*. It contains right-to-the-point instructions and exercises for cooling down anger, owning anger as your own problem, reducing righteousness and how to identify and reduce control problems. Especially helpful are the "lessons" on criticism, judgmental thinking, and self-importance.

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## Adaptability Skill: Reality Testing

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### Definition

The ability to assess the correspondence between what is experienced (the subjective) and what in reality exists (the objective). An important focus is on the ability to focus and concentrate when trying to assess and cope with situations that arise.

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### Benefit

In the workplace, the focus should be on practicality and not unrealistic expectations. Effective reality testing enables employees to correctly assess the reality of events and to see events with clarity and objectivity.

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### Behavioral Indicators

#### Indicators of effective levels of reality testing:

- You tend to see things as they are without fantasizing or daydreaming about them.
- You usually understand how you feel.
- Even when upset, you are aware of what's happening to you.
- You don't tend to exaggerate.
- You don't daydream often, and when you do you can pull out of them easily.
- You find it easy to keep things in the right perspective.

**Synonyms:** realistic, grounded, objective

#### Indicators of ineffective levels of reality testing:

Under use:

- You often can't understand things outside your own perspectives about them.
- You have a difficult time understanding your own feelings.
- Especially when upset, you are not aware of what's happening to you.
- You daydream often and have difficulty pulling out of them.
- It's hard for you to keep things in the right perspective.

Over use:

- You are so grounded in reality that you lack the ability to be creative.

**Synonyms:** unrealistic, dreamer, out-of-touch

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- When evaluating options, get another person's perspective before making decisions.
- Make a conscious effort to do a "reality check" before making important decisions.
- When decisions don't work out, ask yourself if you had the right information going in to it.
- Limit the time you daydream or fantasize.
- Work to live in the present moment, rather than in the past or the future.
- Evaluate whether you generally feel the feedback you receive is valid. Could it be that your ability to see things objectively is influencing this perception?
- Identify areas in which you have been incorrect in sizing up a situation. What might you have done differently to get a better grasp on the situation?
- Identify irrational self-talk that clouds your logical judgment and devise a way to debate and/or dispute such self-talk in the future.

### **Self-Study/Reading Resources**

**Beyond Negative Thinking: Breaking The Cycle Of Depressing And Anxious Thoughts. Joseph Martorano and John Kildahl.** An invaluable guide on how to feel better and improve behavior by recognizing and breaking patterns of negative thinking.

**What To Say When You Talk To Yourself. Shad Hemstetter.** This book teaches us that we literally become what we think and tell ourselves using quick and easy methods to stop unwanted thinking/behavior patterns - to "erase and replace" our negative thoughts with ones which will build our success.

**Decision Traps: The Ten Barriers To Brilliant Decision-Making And How To Avoid Them. Edward Russo and Paul Schoemaker.** Executives rate decision-making ability as *the* most important business skill, but few people have the training they need to make good decisions consistently. Dr. J. Edward Russo and Dr. Paul J. H. Schoemaker have developed a program that can help you avoid "decision traps" -- the ten common decision-making errors that most people make over and over again.

**Winning Decisions: Getting It Right The First Time. Edward Russo and Paul Schoemaker.** Making good, fast, frequent decisions... better than those with whom you compete is a critical skill in today's business climate. It's a skill that all of us can learn, much like a proper golf swing. In *Winning Decisions*, the authors lay out a four-step process that constitutes "a broad, conceptual framework" applicable in virtually any situation where a decision is needed. Learn how to make decisions "with the head, not the gut" using a four-phase program: Framing, Gathering Intelligence, Coming to Conclusions, and Learning from Experience.

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## Adaptability Skill: Flexibility

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### Definition

The ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions. Flexibility applies to one's overall ability to adapt to unfamiliar, unpredictable and dynamic circumstances.

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### Benefit

In the workplace, employees high in flexibility are better able to adapt and cope to shifting work priorities, demands and expectations. Flexibility also implies the ability to adjust one's thinking when new information is presented. These employees are able to tolerate different ideas, ways and practices, thus enabling an appreciation that diversity in the workplace promotes creativity.

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### Behavioral Indicators

#### Indicators of effective levels of flexibility:

- You have no difficulty beginning new things.
- When circumstances change, you find it easy to adjust.
- Given new information, you easily change your opinion about things.
- You find it easy to change old habits and daily routines when called for.
- You find it I easy to make changes in your life when needed.

**Synonyms:** Flexible, adaptable, open, improvement-oriented, change-hardy

#### Indicators of ineffective levels of flexibility:

Under use:

- You find it difficult to begin new things.
- When circumstances change, you often find it difficult to adjust.
- You don't easily change your opinion on things.
- You have a hard time changing your personal habits and daily routines.
- You find it difficult to make needed changes in your life.

Over use:

- You are so flexible that you appear to be wishy-washy.
- Your desire to remain flexible prevents you from taking a stand.

**Synonyms:** Inflexible, rigid (or wishy-washy)

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- When change occurs, try to evaluate the change in objective terms, identifying both what is good and what is bad about the change.
- Look at the opportunity in change rather than focusing on what's wrong.
- Identify a habit or daily routine that isn't working for you and make a commitment to change it.
- Train yourself to reinterpret unexpected situations that may at first inspire gloom or alarm.
- Become good at change so it is as familiar as anything else in your life.
- Vary your routines.
- When you find yourself being inflexible, make an effort to find new ways of dealing with these situations.

Flexibility is often related to *Assertiveness*. Look over the development strategies under "Assertiveness" to see if any of them will work for you.

### **Training Courses**

**Making The Most Of Change.** Understand the process of change and our natural reactions to it. Develop strategies for dealing effectively with change. Learn how to easily turn problems into opportunities. Learn 5 powerful, empowering questions to get you thinking positive about change.

**Who Moved My Cheese.** Learn how you react to change. Develop alternative methods of dealing productively with change. Based on the book by the same title.

### **Self-Study/Reading Resources**

**The New Dynamics Of Goal Setting: Flexdynamics For A Fast Changing Future. Denis Waitley.** Downsizing. Risk taking. Change. These words reverberate through our economic climate and illustrate exactly why goal setting is more imperative than ever. In this book, Denis Waitley carries you beyond standard goal-setting routines to a new methodology for success. Waitley demonstrates powerful techniques for recognizing and achieving goals in business and life, and his Twenty-One-Day Action Plan promises immediate results. Learn how to thrive on risk as a part of life and find hidden opportunities, excel in competitive environments and eliminate time-wasting activities. Whether you are changing careers or revitalizing a current job, The New Dynamics of Goal Setting is the key to success.

**Who Moved My Cheese: An Amazing Way To Deal With Change In Your Work And Your Life. Spencer Johnson, M.D. and Kenneth Blanchard.** Change can be a blessing or a curse, depending on your perspective. The message of *Who Moved My Cheese?* is that all can come to see it as a blessing, if they understand the nature of cheese and the role it plays in their lives. The point of the story is that we have to be alert to changes in the cheese, and be prepared to go running off in search of new sources of cheese when the cheese we have runs out.

## **Adaptability Skill: Problem Solving**

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### **Definition**

The ability to identify and define problems and to generate and implement potentially effective solutions. Problem solving is associated with being conscientious, disciplined, methodical and systematic in one's approach to solving problems and making decisions.

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### **Benefit**

In the workplace, the method used for problem solving is critical: viable alternative solutions must be considered, including a cost/benefit analysis and long-term implications. Strong problem solvers use their skills to ensure the problem is accurately defined, multiple alternatives are considered and outcomes are assessed objectively.

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### **Behavioral Indicators**

#### **Indicators of effective levels of problem solving:**

- You tend to approach difficulties in a step-by-step manner.
- You collect adequate amounts of information before making decisions.
- You tend to stop and think and get an overview of the problem before starting to solve it.
- You tend to evaluate many options before solving a problem.
- You generally find it easy to make decisions and solve problems.

**Synonyms:** decisive, problem-solver, decision-maker, systematic, logical

#### **Indicators of ineffective levels of problem solving:**

Under use:

- You generally approach difficulties and problems in a haphazard manner.
- When making decisions you tend to jump right into solutions before fully understanding the problem or gathering adequate amounts of information.
- You generally don't look at many options or alternatives when solving problems.
- Decision-making and problem solving do not come easy to you.

Over use:

- You are such a strong problem solver that you don't allow others the opportunity to be involved in the process.
- You depend so much on methodical processes that you aren't able to be creative when solving problems.

**Synonyms:** Indecisive, wishy-washy,

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Learn a problem-solving and/or decision-making process and use it when making decisions.
- Make it a point to gather more information about a problem before moving on to solve it.
- Make it a point to evaluate multiple alternatives prior to making decisions or solving problems.
- Get input from others when making decisions or solving problems to check your thinking.
- Identify any "steps" you typically skip when making decisions. Make it a point not to skip these important steps.

### **Self-Study/Reading Resources**

#### **101 Creative Problem Solving Techniques: The Handbook Of New Ideas For Business.**

**James Higgins.** Higgins spends two short chapters discussing problem solving and innovation, and then he gets down to the techniques. He has techniques for recognizing and identifying problems, analyzing the environment, brainstorming problem-solving ideas, and choosing solutions. One of my favorite facts about this book is that he has 38 techniques for individuals to brainstorm ideas, yet also has another 32 group brainstorming techniques. He really includes something for everyone in this smorgasbord.

#### **Decision Traps: The Ten Barriers To Brilliant Decision-Making And How To Avoid**

**Them. Edward Russo and Paul Schoemaker.** Executives rate decision-making ability as *the* most important business skill, but few people have the training they need to make good decisions consistently. Dr. J. Edward Russo and Dr. Paul J. H. Schoemaker have developed a program that can help you avoid "decision traps" -- the ten common decision-making errors that most people make over and over again.

#### **Winning Decisions: Getting It Right The First Time.**

**Edward Russo and Paul Schoemaker.** Making good, fast, frequent decisions... better than those with whom you compete is a critical skill in today's business climate. It's a skill that all of us can learn, much like a proper golf swing. In *Winning Decisions*, the authors lay out a four-step process that constitutes "a broad, conceptual framework" applicable in virtually any situation where a decision is needed. Learn how to make decisions "with the head, not the gut" using a four-phase program: Framing, Gathering Intelligence, Coming to Conclusions, and Learning from Experience.

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## General Mood Skill: Optimism

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### Definition

The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity. Optimism assumes a measure of hope and is a positive approach to daily living.

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### Benefit

In the workplace, there is such a thing as self-fulfilling prophecies. When people believe something is possible, they will often make it happen. An optimistic attitude creates positive expectations and also helps to ward off stress. Optimistic people are enjoyable to be around.

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### Behavioral Indicators

#### Indicators of effective levels of optimism:

- You feel sure of yourself in most situations.
- You believe you can handle tough situations.
- You are generally optimistic.
- You usually expect the best and that's what generally happens.
- You are usually motivated to continue, even when the going gets rough because you expect things will turn out fine.
- You have a strong belief that you can handle whatever comes along.

**Synonyms:** Optimistic, hopeful, positive, cheerful, confident, risk-taker

#### Indicators of ineffective levels of optimism:

- Under use:
- You don't usually feel sure of yourself, especially in new situations.
  - You don't always believe you can handle things, especially in tough situations.
  - You would consider yourself a pessimist because you generally expect the worst to happen.
  - You lose your motivation when the going gets tough because you know things usually don't turn out right.
  - You don't believe in your ability to handle things in tough situations.

Over use:

- Your optimism is so high that you aren't able to effectively assess a situation.
- You sometimes have difficulty seeing the down side if events or situations.

**Synonyms:** pessimistic, negative, cynical, distrustful, unenthusiastic (or a "Pollyanna")

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Try looking at the positive side of things.
- When events happen, remind yourself to notice the positives as well as the negatives.
- Cultivate a hopeful attitude.
- When something unwanted occurs try to reframe it in your mind as a challenge to be met or a lesson to be learned rather than simply a negative event.
- Think through the pros and cons of being an optimist (rather than a pessimist). What are they?
- Read uplifting books, go to happy movies, and generally fill your life as much as possible with positive experiences.

### **Self-Study/Reading Resources**

**Learned Optimism: Using The New Psychology To Realize Your Potential For Lasting Fulfillment. Martin Seligman.** Pessimists believe that bad events are their fault, will last a long time, and undermine everything. They feel helpless and may sink into depression, which is epidemic today, especially among youths. Optimists, on the other hand, believe that defeat is a temporary setback or a challenge--it doesn't knock them down. "Pessimism is escapable," by learning a new set of cognitive skills that will enable you to take charge, resist depression, and make yourself feel better and accomplish more.

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## General Mood Skill: Happiness

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### Definition

The ability to feel satisfied with one's life, to enjoy oneself and being with others, and to have fun. Happiness combines self-satisfaction, general contentment and the ability to enjoy one's life.

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### Benefit

In the workplace, a positive atmosphere lifts spirits and helps overall performance. Happy people often feel good and at ease both at work and leisure; they are able to "let their hair down" and enjoy themselves. Happiness is associated with cheerfulness and enthusiasm, both of which greatly contribute to establishing a satisfying and enjoyable work environment.

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### Behavioral Indicators

#### Indicators of effective levels of happiness:

- You generally enjoy your life, smile a lot, and are usually cheerful.
- You feel satisfied with your life.
- You are fun to be around.
- You rarely get depressed.
- You enjoy your weekends and holidays.
- You like to have fun.

**Synonyms:** fun, easy-going, happy, satisfied

#### Indicators of ineffective levels of happiness:

Under use:

- You don't really enjoy your life.
- You don't smile often.
- You're not considered to be a cheerful person.
- You are not always fun to be around.
- You are often depressed.
- You don't enjoy your weekends.
- You don't really like to have fun.

Over use:

- You have difficulty facing the down side of life and can deny it when it exists.

**Synonyms:** Unhappy, dissatisfied, miserable, kill-joy

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## Development Strategies

### **Experienced-Based Development Strategies**

You know yourself best and the situations in which you could improve most. The objective of Experienced-based Development Strategies is for you to identify your personal opportunity areas and then create a plan for improving them. Here are some suggestions:

- Identify those things you find fun and do more of them.
- Identify why you find it difficult to have fun and work to minimize it.
- Choose the attitude that best serves your purposes in life, and then learn to develop this attitude.
- Laugh out loud . . . often.
- Identify negative self-talk that keeps you thinking pessimistically. Reduce or eliminate that self-talk. Replace it with positive self-talk.

Low *Happiness* can be related to low *Reality Testing* or low *Assertiveness*. Take a look at the development strategies under these Emotional Intelligence Competencies to see if any of them would work for you.

### **Self-Study/Reading Resources**

**Authentic Happiness: Using The New Positive Psychology To Realize Your Potential For Lasting Fulfillment, Martin Seligman.** The time has finally arrived for a science that seeks to understand positive emotion, build strength and virtue, and provide guideposts for finding what Aristotle called the 'good life.' Happy people are healthier, more productive and contentedly married than their unhappy counterparts. Trying to fix weaknesses won't help; rather, incorporating strengths such as humor, originality and generosity into everyday interactions with people is a better way to achieve happiness. Skeptics will wonder whether it's possible to learn happiness from a book. Their point may be valid, but Seligman certainly provides the attitude adjustment and practical tools (including self-tests and exercises) for charting the course.

**What Happy People Know: How The New Science Of Happiness Can Change Your Life For The Better, Dan Baker.** Baker offers a new way to look at unhappiness. He believes that people can teach themselves to be happy instead of remaining trapped in a vicious cycle of stress from work and family: "If you adopt management of your life as a primary goal, you'll be able to participate in your own destiny. But if you squander your energy struggling for complete control, you'll lose the reins of management and become just another leaf in the wind." It's essential for people to avoid such traps as trying to buy happiness or trying to find it through pleasure. Instead, people should use and take advantage of the six happiness tools- appreciation, choice, personal power, leading with strengths, language and stories, and multidimensional living.

**Beyond Negative Thinking: Breaking The Cycle Of Depressing And Anxious Thoughts, Joseph Martorano and John Kildahl.** An invaluable guide on how to feel better and improve behavior by recognizing and breaking patterns of negative thinking.

**What To Say When You Talk To Yourself, Shad Hemstetter.** This book teaches us that we literally become what we think and tell ourselves using quick and easy methods to stop unwanted thinking/behavior patterns - to "erase and replace" our negative thoughts with ones which will build our success.

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