

2006 NABE Communications Section Workshop

**RISING TO THE TOP OF
BAR COMMUNICATIONS**

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**Emotional
Intelligence**
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Emotionally Intelligent Administrators:



Building Effective Relationships, Earning Respect and Achieving Greater Efficacy Through "Emotional Intelligence"

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'Emotional Intelligence' [EQ]— An Overview

- What is Emotional Intelligence [EQ]?
- The Ability to Recognize and Understand Emotions and the Skill to Use that Awareness to Effectively Manage Yourself and Your Relationships with Others!**
- EQ is a Major Indicator of Achievement. It Explains Why Individuals With Similar Intelligence Can Reach Vastly Different Levels of Success in their Professional and Personal Lives.
- While Strong Intellect [IQ] and Experience Ordinarily get Individuals into Professional Positions - EQ Spells the Difference Between Those Who Excel and Those Who Under- Achieve!**

EQ: SCIENTIFIC THEORY OR WORKPLACE COMPETENCIES?

MAYER & SALOVEY (1990)

- Jack Mayer (U of NH) & Peter Salovey (Yale) were the First to Identify & Measure Emotional Intelligence in 1990 as:
 - 1. The Difference Between People's Ability to Identify their own Emotions;**
 - 2. Identify the Emotions of Others;**
 - 3. To Discriminate Among them; and**
 - 4. Use this Information to Guide one's Thinking and Action.**
- For Mayer and Salovey, EQ is the Ability to Understand how Other's Emotions Work and How to Control One's Own Emotions!

EMOTIONAL INTELLIGENCE COMPETENCIES

DANIEL GOLEMAN (1995)

- The Most Widely Recognized Writer on EQ.
- Goleman's Original book, Emotional Intelligence (Bantam Books, 1995), Argues that Human Competencies like Self-Awareness, Self-Discipline, Persistence and Empathy are of Much Greater Consequence than IQ in much of life.
- Goleman Concludes that Companies Increasingly Opt for EQ Training when they Realize that it Raises Job Productivity and Customer Satisfaction Notwithstanding Differences in the IQ's of Managers & Staff.
- Goleman Describes an Emotional Competence as a Learned Capability, based on EQ, that Focuses on Qualities such as Initiative, Empathy, Adaptability & Persuasiveness and Results in Outstanding Performance at Work. Working with EQ, Goleman, (Bantam Books, 1998)

COMPETENCIES THAT DRIVE WORKPLACE PERFORMANCE?

Dave McClelland (1998) a Harvard Psychologist, Reviewed Data from more than 30 Diverse Organizations and Professions, from Banking and Management to Sales and Health-Care. He Concluded that:

- A Wide Range of Emotional Intelligence Competencies Consistently Distinguished Top Performers from Average Ones
- The EQ Competencies that Distinguished Most Powerfully:**
 - Achievement Drive [Optimism, Strive to Improve Perf];
 - **The Ability to Develop Others [Sense Needs/Bolster]**
 - Adaptability [Managing Change/Open to New Ideas]
 - **Influence [Sense Emotions in Others/Persuasion]**
 - Self-Confidence [Self-Aware Strengths/Weaknesses]
 - **Leadership [Inspire Others to Shared Vision]**
- The Only Intellectual or Cognitive Competency [IQ] that Distinguished Top Performers as Strongly as any of these was Analytical Thinking!

**Goleman:
Why EQ Is Essential in the Workplace**

- Goleman: People who rise to the top of their field aren't just good at their jobs, they're affable, resilient, confident, optimistic, etc.
- In this sense, EQ is explained as the ability to restrain negative feelings, such as anger and self-doubt, and focus on and direct positive ones, like confidence and congeniality.**
- To Goleman, Cognitive Skills [IQ] may get you in the door of a career opportunity, but [EQ] helps you thrive once you're in. For example, success in sales requires the empathic ability to gauge a customer's mood and the interpersonal skills to decide when and how to pitch a product and when to keep quiet.

**EQ in the Workplace—
The Studies and Statistics**

In Goleman's: "Working with EQ"

- When IQ Test Scores are Correlated with how well people actually **Perform** in their Careers, the **Highest** Estimate of how much Difference IQ Accounts for is only about 25%!
- **According to R. Sternberg, Successful Intelligence (1996), a More Careful Analysis Suggests the Figure May be no Greater than 10%, and in Some Studies Only 4%.**
- This Means that IQ, at best, Leaves 75% of Job Success Unexplained, and perhaps as much as 96%!
- **According to Goleman, EQ Carries Substantially Greater Weight than IQ in Explaining who Excels in Job Performance!**

Socrates: "Know Thyself"

Emotional Intelligence [EQ] Consists of Four Basic Learned Competencies:

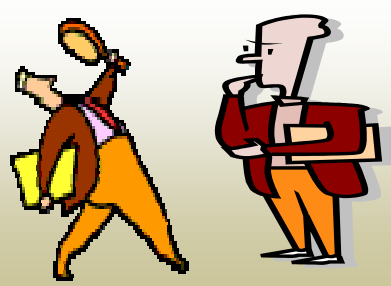
1. **Self- Awareness**—The Ability to Perceive and Understand Our Own Emotions and the Behavior that Flows Predictably Therefrom;
2. **Social Awareness**— The Ability To Read and Understand the Emotional Cues and Responses/Reactions of Other People;
3. **Self- Management**— The Ability to Apply that Awareness to More Effectively Direct & Manage Ourselves; and
4. **Relationship Management**— The Ability to Build More Effective Relationships With Others and Build on our own Achievement & Success.

(Bradberry, T, & Greaves, J., The Emotional Intelligence Quickbook, Talent Smart 2003)

EXPLORING THE BASIC EQ SKILLS

1. **Self Awareness: The Ability to Accurately Perceive Your Emotions and be Aware of them as they Occur.**
2. **Self- Management: The Ability to Use Awareness of your Emotions to Pause, be Flexible and Positively or Purposefully Direct Your Behavior.**
3. **Social Awareness: The Ability to Accurately "Pick- up- on " and Understand the Emotions of Others and Discern what Causes them to Respond Favorably or Adversely to a Point of Reference.**
4. **Relationship Management: The Ability to Use Awareness of Your Emotions and the Emotions of Others to Manage Interactions through Effective Communications and the Proficient Handling of Conflict.**

'Stepping Outside Yourself!'— A Perspective You Will Always Respect!



Emotional Intelligence Chart



The Influence of Emotions on Human Behavior-

- Emotions: A Vast Array of Intrinsic Feelings that Evoke a Pattern of Distinctive Thoughts, Responses or Reactions —**
- Emotions are Both Psychological and Biological in Nature!
- Despite Their Volatility, Emotions are Closely Associated with Propensities to Act within a Predictable Range of Human Behavior!**
- Emotions can be Constructive and Inspiring [↑] or Nullifying and Disruptive? [↓]
- Recognizing and Managing Emotions are Learned Skills! Effectively Managing Emotions Promotes EQ Competencies such as Initiative or Drive.**
- Similarly, Recognizing Emotions in Others Enables One to Develop Specific EQ Competencies, such as Influence, Empathy, Conflict Management, Leadership

209 Familiar Emotions— A Basic EQ Exercise

1. **Select Randomly from the List and Self-Assess**
 - What Sensations; Influence; Susceptibilities do you Perceive, Feel or Experience?
 - What is your Typical Reaction, Response, Mood?**
 - What Predictable Range of Thought, Behavior is Evoked?
 - Is the Emotion Inspirational/Constructive or Destructive/Nullifying?**
2. Can You **Restrain, Direct** and **Manage** these Emotions to Achieve a Desired Purpose or Effect?
3. **Do You Recognize Emotions in Others Through Emotional Cues (Social Assessment)? Can you Empathize with their Needs/Feelings?**
4. Can You Apply Self- Assessment, Social Assessment and Empathy to Influence Others in Positive Ways and Build More Effective Relationships?

KEY DEFINITIONS

- ✦ **EFFICACIOUS:** CAPABLE OF PRODUCING A DESIRED EFFECT OR OUTCOME
- ✦ **IQ:** INTELLIGENCE QUOTIENT— THE COMPOSITE MEASURE OF INTELLECTUAL CAPACITY TO REASON, PLAN, SOLVE PROBLEMS, THINK ABSTRACTLY, COMPREHEND IDEAS AND LANGUAGE AND LEARN. [MENTAL AGE ÷ CHRONOLOGICAL AGE X 100]
- ✦ **PERSONALITY:** THE SUM TOTAL OF ALL INNATE DISPOSITIONS, IMPULSES, TENDENCIES, APPETITES, AND INSTINCTS OF AN INDIVIDUAL, ALONG WITH THE DISPOSITIONS AND TENDENCIES ACQUIRED BY EXPERIENCE. [MORTON PRINCE]
- ✦ **EQ:** THE ABILITY TO RECOGNIZE AND UNDERSTAND EMOTIONS AND THE SKILL TO USE THAT AWARENESS TO EFFECTIVELY MANAGE YOURSELF AND YOUR RELATIONSHIPS WITH OTHERS!

EMOTIONS IN THE WORKPLACE— ESSENTIAL, VOLATILE & QUICK!

- ✦ **Most of what we Achieve at Work and in our Personal Lives is Emotionally Driven!**
 - Despite Volatility, Emotions Guide us through Predicaments and Tasks Too Important to Leave to Intellect Alone; e.g., Persisting Towards a Goal Despite Frustrations and Overwhelming Challenges!
 - Without Emotion, Insufficient Inspiration/Motivation to Proceed!**
- ✦ Emotional Reactions Occur Far Quicker than the Mind can Register; Often Springing into Action without Pausing to Consider how we are Reacting and Why!
 - Unless Emotion is Directed & Managed, its Impulsive Nature can Preclude the Analytical Reflection Required for Logical, Responsive or Strategic Thought!**

The Emotional Intelligence Assessment Tool

- ✦ **Consider Each of the 14 Emotional Intelligence Competencies Listed on the Assessment Tool**
- In the "Self" Column: Self- Assess Your Current Level for Each Competency on a Scale of 1 to 10, Using the Descriptors as your Guide
- In the "Others" Column— Enter a Value for each EQ Competency at the Level you Believe you are Perceived by Others
- ✦ On the Reverse Side, List the Reasons Why Others May Perceive Your Levels Differently.
- ✦ **Understanding Why Such Variances Exist is Essential in Managing and Directing Your EQ.**
- ✦ EQ has as Much to do with Know when and how to Express Emotion as it does with Controlling it!

A Platform for Applying EQ: A Desired Purpose, Effect or Change—

- EQ Does Not Exist or Apply in a Vacuum!
- The Benefits of EQ are "Realized" in each Case Through the Achievement of a Specific Purpose, an "Effect" or a Change. The Keys:**
 1. Accurately Assessing "Situational Dynamics;"
 2. Designing an Appropriate Course of Action;
 3. Managing Emotions and Conduct and Influencing the Emotions and Conduct of Others in a Positive Manner; and thereby
 4. Achieving the Desired Purpose, Effect or Change!

"SITUATIONAL DYNAMICS"

- "Situational Dynamics" **The Art of Understanding Relationships that Exist Between People, Events and Outcomes and the Factors that Influence the Success or Limitations of a Desired Outcome!**
- The **Emotionally Intelligent Administrator** Understands these Relationships, the Known and Foreseeable Variables, and Designs a Course of Action that will Positively Influence a Desired Outcome!

EXPLORING THE 4 EQ SKILLS

1. Increasing Self Awareness: **Learn to "Step Outside Yourself!" Watch and Listen to Your Emotions & Conduct Carefully and Consistently; Learn to Understand Your Proclivities. Track Tendencies in Emotionally Charged Situations and Learn how Your Emotions are Affected by Different People and Situations. Understand What it is About the Person or Situation that Elicits Your Reaction/Response.** [Focused Observation and Situational Dynamics].

EXPLORING THE 4 EQ SKILLS

2. Self Management: **Pause, Take Time to Analyze and Problem Solve before Responding to Significant Challenges! Learn to "Catch" your Emotions before they Initiate! Plan & Prepare for Difficult Situations from what you've Learned from Self Awareness. Discipline Yourself! Learn to Reshape your Reactions!** [Strategic Non-Reactive Thinking]

The Emotional Competence Framework Daniel Goleman EQ — From Theoretical Framework to "Practical Application"

- ✦ **Self Confidence**
 - People with this Competence Present with Self Assurance, a "Presence"
 - Can Voice Views that are Unpopular and Go Out on a Limb for What is Right
 - Decisive, Able to Make Sound Decisions Despite Uncertainties and Pressures
- ✦ **Self Control**
 - People with this Competence Manage their Impulsive Feelings and Distressing Emotions Well
 - They Stay Composed, Positive in Challenging Moments
 - Think Clearly and Stay Focused Under Pressure
 - Resist Reaction and Respond Rationally
- ✦ **Trustworthiness/Conscientious**
 - People with this Competence Act Ethically and Above Reproach
 - Build Trust Through Reliability/Authenticity/Meet Commitments
 - Admit their own Mistakes and Confront Unethical Actions in Others
 - Are Organized and Accountable

The Emotional Competence Framework
Daniel Goleman EQ — From Theoretical Framework to
“Practical Application”

- ✦ **Emotional Awareness**
 - ❑ People with this Competence Recognize which Emotions they are Feeling and Why (An Internal Barometer)
 - ❑ They Understand the Links/Impacts between their Feelings and what they Think, Do or Say
 - ❑ They Recognize how their Emotions Affect their Performance
 - ❑ They have a Guiding Awareness of their Values and Goals
 - ❑ They Open Their Minds to Deeper, Quieter Sensibilities
- ✦ **Accurate Self- Assessment**
 - ❑ People with this Competence are Aware of their Strengths and Weaknesses
 - ❑ They are Reflective, Learning from their Experiences
 - ❑ They are Open to and Looking for Candid Feedback, New Perspectives, Continuous Learning and Self- Development
 - ❑ Able to Show a Sense of Humor/Perspective About Themselves

EQ — From Theoretical Framework to
“Practical Application”

- ✦ **Innovation/Adaptability**
 - ❑ People with this Competence Seek out Fresh Ideas from Diverse Sources
 - ❑ Consider Original or Different Solutions to Old Problems
 - ❑ Generate New Ideas/Vision
 - ❑ Take New Perspectives and Risks in their Thinking
 - ❑ Can Handle Multi- Tasking, Shifting Priorities and Rapid Change
 - ❑ Can Adapt Resources and Tactics to Fit Fluid Circumstances
 - ❑ Always Flexible in the Face of Challenges
- ✦ **Achievement Drive**
 - ❑ People with this Competence are Result Oriented with a High Drive to Meet their Objectives and Standards
 - ❑ Set Challenging Goals/Calculated Risks
 - ❑ Pursue Information to Reduce Uncertainty
 - ❑ Learn how to Improve their Performance

EQ — From Theoretical Framework to
“Practical Application”

- ✦ **Commitment**
 - ❑ People with this Competence Readily Make Sacrifices to Meet Larger Organizational Goals
 - ❑ Find a Sense of Purpose in the Larger Mission
 - ❑ Use the Group's Core Values in Making Decisions and Choices
 - ❑ Actively Seek out Opportunities to Fulfill the Mission
- ✦ **Initiative/Optimism**
 - ❑ People with this Competence Seize Opportunities and Pursue Goals Beyond what Required or Expected
 - ❑ Cut Through Red Tape and Bend the Rules When Necessary to Get the Job Done
 - ❑ Mobilize Others Through Unusual/Enterprising Efforts
 - ❑ Persist in Seeking Goals Despite Obstacles
 - ❑ Operate From Hope of Success Rather than Fear of Failure
 - ❑ See Setbacks as due to Manageable Circumstances rather than a Personal Flaw

EXPLORING THE 4 EQ SKILLS

3. Social Awareness: "Tune- In "—Focus and Maximize Your Powers of Observation on the Emotions of Others. Ask/Listen/Learn what Other People are Feeling. Look into and Understand their Perspectives and Emotions. Determine the Factors that Influence them Positively & Negatively [Focused Observation and Situational Dynamics]

EXPLORING THE 4 EQ SKILLS

4. Relationship Management: Understand that Emotions Play a Role in Every Interaction between 2 or more People. By "Tuning- In " to Emotions, you will Understand the Impact they Leave on Otherwise Benign Events. Use Your Emotions as a "Change Catalyst " to Positively Impact Interactions with Others. Determine What you have a "Knack For" that Helps you Maximize Your Relationships with Others. Use all these Skills in Forming Solid Relationships [Tactical Communications]

EQ — From Theoretical Framework to "Practical Application "

- + **Understanding Others**
 - People with this Competence are Attentive to Emotional Cues and Listen Well [Focused Observation]
 - Show Sensitivity and Understand Other's Perspective
 - Help Out Based on Understanding Other People's Needs and Feelings
- + **Developing Others**
 - People with this Competence Acknowledge and Reward the Strengths/Accomplishments of Others
 - Offer useful Feedback and Identify People's needs for Further Growth
 - Mentor, Give Time Coaching, Offer Assignments that Challenge and Engage Staff and Foster New Skills
- + **Service Orientation**
 - People with this Competence Understand Customer Needs and Match those Needs with Service
 - Offer Appropriate Assistance, Grasp a Customer's Perspective and Seek Ways to Increase Customer Satisfaction

EQ — From Theoretical Framework to 'Practical Application'

- ✦ **Leveraging Diversity**
 - ❑ People with this Competence Respect and Relate Well to People with Varied Backgrounds
 - ❑ Understand Diverse Worldviews and are Sensitive to Differences
 - ❑ See Diversity as an Opportunity for People to Thrive and Challenge Bias and Intolerance
- ✦ **Political Awareness**
 - ❑ People with this Competence Accurately Read Key Power Relationships
 - ❑ Detect Crucial Social Networks and Understand the Forces that Shape Views and Actions of those they Deal With
 - ❑ Accurately read Organizational and External Realities
- ✦ **Influence**
 - ❑ People with this Competence are Skilled at Winning People over
 - ❑ Appeal to Listeners and use Complex Strategies to Build Consensus and Support
 - ❑ Orchestrate Dramatic Events to Effectively Make a Point

MANAGING EMOTIONS — EXPANDING COMFORT ZONES!

- ✦ **Review your Assessment of the 14 EQ Competencies on the EQ Assessment Sheet and Find your 'Comfort Zone.' At What Levels Are You Most Confident and Effective?**
- ✦ **Second, Evaluate the 'Potential' of each Competency to Enhance your Personal Efficacy and Determine the Optimum Levels You must Achieve to Release and Engage that Potential!**
- ✦ **Third, Progressively Modify or Adapt your Emotions and Behavior to Apply, Illustrate and Execute the Desired EQ Characteristics!**
- ✦ **Finally, Consistently Monitor and Evaluate, 'Step Outside Yourself' and See Yourself as your Audience Sees You; Expand Your Comfort Zone as You Achieve the Goals, Purpose or Effects you Desire!**

EQ — From Theoretical Framework to 'Practical Application'

- ✦ **Communication**
 - ❑ People with this Competence are Effective at Give- and- Take, Registering Emotional Cues in Attuning their Message
 - ❑ Deal with Difficult Issues Straightforwardly
 - ❑ Listen well, Seek Mutual Understanding and Share Information
 - ❑ Foster Open Communication and stay Receptive to Bad News as well as Good
- ✦ **Conflict Management**
 - ❑ People with this Competence Handle Difficult People and Tense Situations with Diplomacy and Tact
 - ❑ Spot Potential Conflict and Know How to De-escalate
 - ❑ Encourage Debate and Open Discussion and
 - ❑ Orchestrate Win- Win Situations
- ✦ **Leadership**
 - ❑ People with this Competence Articulate and Arouse Enthusiasm for a Shared Vision or Mission
 - ❑ Step Forward to Lead as Needed Regardless of Position
 - ❑ Guide the Performance of Others and Require Accountability
 - ❑ Lead by Example

**EQ — From Theoretical Framework to
"Practical Application"**

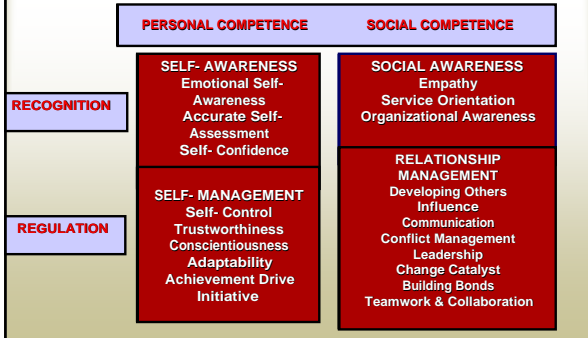
- ✦ **Change Catalyst**
 - ❑ People with this Competence Recognize the Need for Change and Remove Barriers
 - ❑ Challenge the Status Quo
 - ❑ Champion Change and Enlist Others in Pursuit
 - ❑ Model the Change Expected of Others
- ✦ **Building Bonds**
 - ❑ People with this Competence Cultivate and Maintain Extensive Informal Networks
 - ❑ Seek Out Relationships that are Mutually Beneficial
 - ❑ Build Rapport and Keep Others in the Loop
 - ❑ Make and Maintain Personal Friendships among work Associates
- ✦ **Collaboration/Cooperation**
 - ❑ People with this Competence Focus on Relationships, Share Plans, Information and Resources
 - ❑ Promote a Friendly, Cooperative Climate and Nurture Opportunities for Collaboration

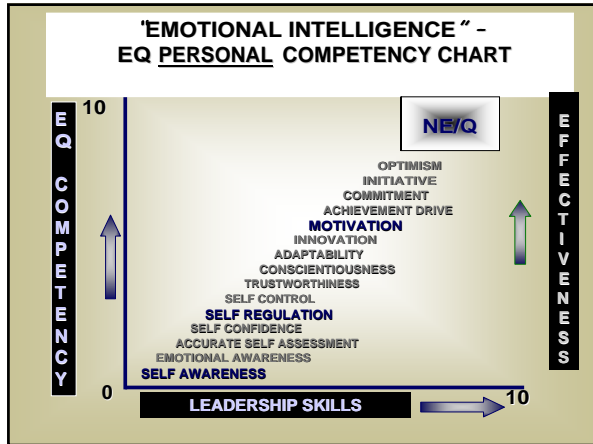
**EQ — From Theoretical Framework to
"Practical Application"**

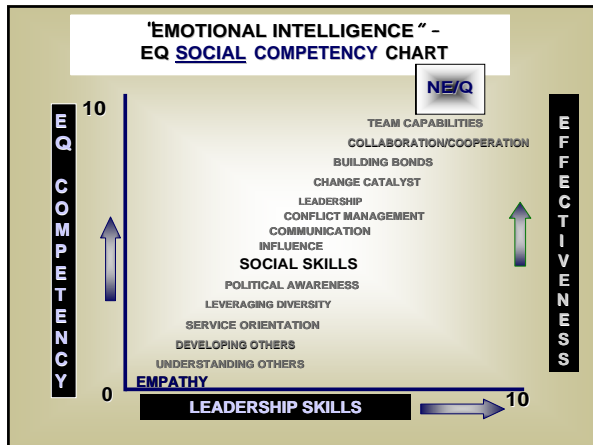
- ✦ **Team Capabilities**
 - ❑ People with this Competence Model Team Qualities like Respect, Helpfulness and Cooperation
 - ❑ Draw all Members into Active, Meaningful Participation
 - ❑ Build Team Identity and Commitment
 - ❑ Protect the Group and its Reputation
 - ❑ Share Responsibility and Recognition
 - ❑ The "Glue People" on Every Team

Goleman's Framework of Emotional Competencies

http://www.eiconsortium.org/research/ei_theory_performance.htm







Concluding Thoughts!

- ✦ **People with High EQ have the Ability to Flourish Where Others Flounder! (Struggle Awkwardly)**
- ✦ **EQ consists of Flexible Skills that can be Readily Learned!**
- ✦ **Any Step Taken in Improving EQ is a Leap Towards Realizing Goals and Increasing Personal Efficacy and Satisfaction**
- ✦ **Improving EQ Happens in a Moment! Learning to Pause, to Think Differently in Response to an Experience is all that is Needed to Make Significant Changes!**

EMOTIONAL INTELLIGENCE [EQ] ASSESSMENT TOOL

STRESS MGT.	Unconcerned	Anxious	Relaxed	Stressed
Perception	Apathetic	Uneasy/Apprehensive	Calm to Composed	Tense to Burdened
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
ACHVMT/DRIVE	Indifferent	Involved	Inspired	Driving Force
Perception	Lacks Interest	Moderate Action	Energetic to Active	Momentum Builder
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
EMPATHY	Unaware	Some Recognition	Perceptive	Tuned-In
Perception	No Clue/Insensitive	Senses Issues/ Concern	Gets it/Feels it	Knows and Empathizes
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
SELF CONFIDENCE	Humble	Modest	Self-Assured	Self Important
Perception	Not Vain	Some Esteem	Confident	Certain to Conceit
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
CONSCIENTIOUS	Laid-Back	Moderately Busy	Conscientious	Outcome Focused
Perception	Leisurely Pace	Moderate Pace	Hard Work w/ Rest/Play	Highly Focused
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
TRUSTWORTHY	Unreliable	Responsible	Dependable	Trustworthy
Perception	Cannot be Counted On	Accepts Responsibility	Honest & Reliable	Unfailing
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
CREATIVITY	Lacks Imagination	Some Ideas	Innovator	Reformist
Perception	Needs Routine/Repetition	Likes Routine but Ponders	Promotes New Ideas	Fosters Pos. Change
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
COLLABORATION	Loner	Cooperative	Team Player	Consensus Builder
Perception	Isolated & Insular	Associates when Asked	Role Player/Supportive	Team Leader/Captain
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
SELF-AWARENESS	Oblivious/Insecure	Acquiescent	Alert & Focused	Self-Aware
Perception	Uncertain re Capabilities	Knows/Accepts Limitations	Knows/Focuses Strengths	Introspective/Adjust/Grows
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
INFLUENCE	Benign	Moderate	Influential	Persuasive
Perception	Inconsequential	Some Influence on Others	A Role Model/Bids Bonds	Effects Direction & Change
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
ADAPTABILITY	Inflexible	Measured	Accomodating	A "Change Catalyst"
Perception	Narrow-Minded	Resistent to Change	Cooperative/Collaborative	Tolerant/Manages Change
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
SELF CONTROL	Volatile	Excitable	Non-Reactive	Composed
Perception	Frequently Overreacts	Can Become Reactive	Pauses and Responds	Calm and Unflappable
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
LEADERSHIP	Follower	Earns Respect	Influential/Directs	In Charge
Perception	Quiet, Non-Assertive	Works Well w/Others	Inspires Confidence	Assumes Control/Leads
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10
CONFLICT MGNT.	Avoids Conflict	Facilitator	Mediator	Conciliator
Perception	Ignores Cause/Effect	Promotes Collaboration	Promotes Dispute Resolution	Achieves Dispute Avoidance
Self	0 1 2 3	4 5	6 7 8	9 10
Others	0 1 2 3	4 5	6 7 8	9 10

“The Leadership Skills of Emotionally Intelligent Lawyers”

209 Familiar Emotions

Acceptance, Accomplishment, Acknowledgment, Admiration, Aggression, Ambition, Anger, Animosity, Annoyance, Anxiety, Assertiveness, Assured, Blissful, Bold, Brave, Bright, Calm, Capable, Caring, Cheerful, Clever, Comfortable, Compassionate, Competent, Composed, Concerned, Confident, Considerate, Constructive, Content, Contumacious, Cooperative, Courteous, Creative, Decisive, Dejection, Dependable, Deserving, Determined, Diligent, Disciplined, Distrustful, Doubtful, Eager, Effective, Embarrassed, Embraced, Energetic, Enjoyment, Enlightenment, Enthusiasm, Exasperation, Excitement, Faithfulness, Fascination, Fear, Fearlessness, Fervent, Flexible, Forceful, Forgiving, Fortunate, Friendly, Fulfilled, Gallant, Generous, Genuine, Good, Gracious, Happiness, Harmony, Healthy, Helpful, Honesty, Honorable, Hospitable, Hostile, Humble, Humorous, Idealistic, Impartial, Important, Impressive, Independent, Indignant, Industrious, Influential, Innovative, Inspiring, Instrumental, Intelligent, Intense, Intuitive, Inventive, Jovial, Just, Kindness, Knowledgeable, Liked, Loved, Loyal, Meaningful, Mellow, Mighty, Misgiving, Modest, Moral, Motivated, Natural, Noble, Obedient, Obliging, Passionate, Patient, Patriotic, Peaceful, Perceptive, Perseverance, Personable, Polite, Positive, Powerful, Prepared, Presentable, Prestigious, Principled, Privileged, Productive, Professional, Proficient, Progressive, Proud, Prudent, Purposeful, Qualified, Quiet, Rational, Realistic, Reasonable, Receptive, Regretful, Relaxed, Reliable, Relieved, Remorse, Resentment, Resolve, Respectable, Respectful, Responsible, Retentive, Reverent, Sadness, Safe, Satisfaction, Secure, Self-confident, Self-reliant, Sensible, Sentimental, Serene, Shame, Sharing, Shock, Significant, Simple, Sincere, Skillful, Smart, Sociable, Sophisticated, Sorrow, Special, Spirited, Spiritual, Spontaneous, Stable, Steadfast, Steady, Strong, Successful, Supportive, Sure, Sympathetic, Tactful, Tactical, Thankful, Tireless, Tolerant, Tranquil, Thoughtful, Trusted, Understanding, Unforgiving, Uplifted, Useful, Valued, Victorious, Vigorous, Virtuous, Visionary, Vital, Welcomed, Willing, Winning, Wonderful, Worthy, Youthful, Zealous