

# Emotional Intelligence in Action

---

*Training and Coaching Activities  
for Leaders and Managers*

MARCIA HUGHES

L. BONITA PATTERSON

JAMES BRADFORD TERRELL

**Pfeiffer**  
A Wiley Imprint  
[www.pfeiffer.com](http://www.pfeiffer.com)

# Emotional Intelligence in Action

---

*Training and Coaching Activities  
for Leaders and Managers*

MARCIA HUGHES  
L. BONITA PATTERSON  
JAMES BRADFORD TERRELL

**Pfeiffer**  
A Wiley Imprint  
[www.pfeiffer.com](http://www.pfeiffer.com)

# Table of Contents

*Praise*

*About This Book*

Why is this topic important?

What can you achieve with this book?

How is this book organized?

*About Pfeiffer*

*Dedication*

*Title Page*

*Copyright Page*

*Foreword*

*Acknowledgments*

*Introduction*

PURPOSE

AUDIENCE

ASSESSMENTS

HOW THIS BOOK IS ORGANIZED

KEY TERMS

ICONS

FACILITATOR COMPETENCIES

FACILITATOR GUIDELINES

PART ONE - Using Emotional Intelligence to Create Real Change

CHAPTER 1 - The Case for Emotional Intelligence

EMOTIONS: WHAT ARE THEY?

EMOTIONS AND IDENTITY

## EMOTIONAL POWER

### CHAPTER 2 - How Everyone Can Use the Workouts

BAR-ON EMOTIONAL QUOTIENT INVENTORY (EQ-i AND EQ-360).

EMOTIONAL COMPETENCE INVENTORY—ECI 360 (GOLEMAN & BOYATZIS).

THEMSCEIT™ (MAYER, SALOVEY, & CARUSO).

THE EQ MAP (ORIOLI & COOPER).

CROSS-REFERENCE MATRIX

### PART TWO - Exploring Fifteen Competencies of Emotional Intelligence

A BRIEF OVERVIEW OF THE FIFTEEN COMPETENCIES STARS AND MOVIES

#### COMPETENCY 1 - Self-Regard

WHAT IS IT?

WHY SHOULD WE CARE ABOUT SELF-REGARD?

HOW CAN WE BUILD SELF-REGARD?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

#### COMPETENCY 2 - Emotional Self-Awareness

WHAT IS IT?

WHY SHOULD WE CARE ABOUT EMOTIONAL SELF-AWARENESS?

HOW CAN WE BUILD EMOTIONAL SELF-AWARENESS?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER  
REEL PERFORMER

### COMPETENCY 3 - Assertiveness

WHAT IS IT?  
WHY SHOULD I CARE ABOUT ASSERTIVENESS?  
HOW CAN WE BUILD ASSERTIVENESS?  
TRANSFORMATIONAL BENEFITS  
STAR PERFORMER  
REEL PERFORMER

### COMPETENCY 4 - Independence

WHAT IS IT?  
WHY SHOULD WE CARE ABOUT INDEPENDENCE?  
HOW CAN WE BUILD INDEPENDENCE?  
TRANSFORMATIONAL BENEFITS  
STAR PERFORMER  
REEL PERFORMER

### COMPETENCY 5 - Self-Actualization

WHAT IS IT?  
WHY SHOULD WE CARE ABOUT SELF-ACTUALIZATION?  
HOW CAN WE BUILD SELF-ACTUALIZATION?  
TRANSFORMATIONAL BENEFITS  
STAR PERFORMER  
REEL PERFORMER

### COMPETENCY 6 - Empathy

WHAT IS IT?  
WHY SHOULD WE CARE ABOUT EMPATHY?  
HOW CAN WE BUILD EMPATHY?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 7 - Social Responsibility

WHAT IS IT?

WHY SHOULD WE CARE ABOUT SOCIAL  
RESPONSIBILITY?

HOW CAN WE BUILD SOCIAL RESPONSIBILITY?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 8 - Interpersonal Relationships

WHAT ARE THEY?

WHY SHOULD WE CARE ABOUT INTERPERSONAL  
RELATIONSHIPS?

HOW CAN WE BUILD INTERPERSONAL RELATIONSHIPS?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 9 - Stress Tolerance

WHAT IS IT?

WHY SHOULD WE CARE ABOUT STRESS TOLERANCE?

HOW CAN WE BUILD STRESS TOLERANCE?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 10 - Impulse Control

WHAT IS IT?

WHY SHOULD WE CARE ABOUT IMPULSE CONTROL?

HOW CAN WE BUILD IMPULSE CONTROL?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

### COMPETENCY 11 - Reality Testing

WHAT IS IT?

WHY SHOULD WE CARE ABOUT REALITY TESTING?

HOW CAN WE BUILD REALITY TESTING?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

### COMPETENCY 12 - Flexibility

WHAT IS IT?

WHY SHOULD WE CARE ABOUT FLEXIBILITY?

HOW CAN WE BUILD FLEXIBILITY?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

### COMPETENCY 13 - Problem Solving

WHAT IS IT?

WHY SHOULD WE CARE ABOUT PROBLEM SOLVING?

HOW CAN WE BUILD OUR PROBLEM SOLVING

COMPETENCIES?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 14 - Optimism

WHAT IS IT?

WHY SHOULD WE CARE ABOUT OPTIMISM?

HOW CAN WE BUILD OPTIMISM?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## COMPETENCY 15 - Happiness

WHAT IS IT?

WHY SHOULD WE CARE ABOUT HAPPINESS?

HOW CAN WE BUILD HAPPINESS?

TRANSFORMATIONAL BENEFITS

STAR PERFORMER

REEL PERFORMER

## PART THREE - Emotional Intelligence Workouts to Build Effective Skills

BE INFORMED

FACILITATOR SKILLS

CHANGE

USING THE WORKOUTS

### WORKOUT 1.1 - Self-Regard

OF THINE OWN SELF BE AWARE HANDOUT

### WORKOUT 1.2 - Self-Regard

RECONCILIATION HANDOUT



[WORKOUT 1.3 - Self-Regard](#)

[ASPECT AND ROLES HANDOUT](#)

[WORKOUT 2.1 - Emotional Self-Awareness](#)

[ARE YOU IN TOUCH? HANDOUT](#)

[WORKOUT 2.2 - Emotional Self-Awareness](#)

[IT JUST BUBBLES UP HANDOUT](#)

[WORKOUT 2.3 - Emotional Self-Awareness](#)

[MOVING TOWARD AND MOVING AWAY HANDOUT](#)

[WORKOUT 2.4 - Emotional Self-Awareness](#)

[WORKOUT 3.1 - Assertiveness](#)

[ROLE-PLAY TEMPLATE](#)

[RAMP IT UP HANDOUT](#)

[WORKOUT 3.2 - Assertiveness](#)

[DIAL IT BACK HANDOUT](#)

[WORKOUT 3.3 - Assertiveness](#)

[GETTING YOUR POINT ACROSS HANDOUT](#)

[WORKOUT 4.1 - Independence](#)

[CUT THE APRON STRINGS HANDOUT](#)

WORKOUT 4.2 - Independence

SOLITARY EFFORT HANDOUT

WORKOUT 4.3 - Independence

GOING ALONG WITH THE GROUP— OR NOT—HANDOUT

WORKOUT 5.1 - Self-Actualization

THE SCAVENGER HUNT HANDOUT

WORKOUT 5.2 - Self-Actualization

BECOMING ALL THAT YOU CAN BE HANDOUT

WORKOUT 5.3 - Self-Actualization

APPLYING INSPIRATION HANDOUT

WORKOUT 6.1 - Empathy

WORKOUT 6.2 - Empathy

MIXED EMOTIONS HANDOUT

Scenario One: Ships in the Night

Scenario Two: Complex Feelings

WORKOUT 6.3 - Empathy

DO AS THE EMPATHIC DO HANDOUT

WORKOUT 7.1 - Social Responsibility

REFLECT THE BEST HANDOUT

WORKOUT 7.2 - Social Responsibility

WHO DO I WORK FOR? HANDOUT

WORKOUT 7.3 - Social Responsibility

WORKOUT 8.1 - Interpersonal Relationships

YOU'VE GOT GOOD NEWS HANDOUT

WORKOUT 8.2 - Interpersonal Relationships

MAKING NEW FRIENDS HANDOUT

WORKOUT 8.3 - Interpersonal Relationships

WORKOUT 9.1 - Stress Tolerance

PERSONALITY QUIZ HANDOUT

SCORING SHEET

'CAUSE YOU'VE GOT PERSONALITY HANDOUT

WORKOUT 9.2 - Stress Tolerance

WORKOUT 9.3 - Stress Tolerance

DEEP CENTER BREATHING HANDOUT

WORKOUT 10.1 - Impulse Control

KING LEAR, ACT 1, SCENE 1, HANDOUT

TO IMPULSE OR NOT TO IMPULSE HANDOUT

WORKOUT 10.2 - Impulse Control

THE URGE TO SPLURGE HANDOUT - PCG ChangeNow™  
Model\*

WORKOUT 10.3 - Impulse Control

HOT BUTTONS HANDOUT

WORKOUT 11.1 - Reality Testing

FEEL, HEAR, SEE—IS IT REALITY? HANDOUT

WORKOUT 11.2 - Reality Testing

VISIT THEIR REALITY HANDOUT

WORKOUT 11.3 - Reality Testing

USING ALL THREE OF YOUR MINDS HANDOUT

WORKOUT 12.1 - Flexibility

NO MORE SHUTDOWNS HANDOUT - Moving from  
Shutdown (SD) to Possibility (P).

WORKOUT 12.2 - Flexibility

YES, NO, MAYBE SO HANDOUT

WORKOUT 12.3 - Flexibility

WORKOUT 13.1 - Problem Solving

COZY COFFEE VS. NATIONAL BIGGIE  
MASTERSOLVE MODEL FOR TEAMS HANDOUT - The  
Collaborative Growth MasterSolve ...

[WORKOUT 13.2 - Problem Solving](#)

[WIN-WIN NEGOTIATING HANDOUT](#)

[WORKOUT 13.3 - Problem Solving](#)

[LET'S COVER OUR BASES HANDOUT](#)

[WORKOUT 14.1 - Optimism](#)

[BE SOLUTION-FOCUSED HANDOUT](#)

[WORKOUT 14.2 - Optimism](#)

[WORKOUT 14.3 - Optimism](#)

[THE OPTIMISTIC EXPLANATION HANDOUT](#)

[WORKOUT 15.1 - Happiness](#)

[GROWING MY HAPPINESS HANDOUT](#)

[WORKOUT 15.2 - Happiness](#)

[REFERENCE](#)

[WORKOUT 15.3 - Happiness](#)

[\*Resources\*](#)

[\*References\*](#)

[\*About the Authors\*](#)

[\*Index\*](#)

[\*How to Use the CD-ROM\*](#)

## ***More Praise for Emotional Intelligence in Action***

“Creating the metrics necessary to measure emotional intelligence was a daunting task. But teaching others how to change their behavior is an altogether different challenge. This book is an able teacher for the serious learners and leaders of the field.”

—Esther M. Orioli, author, *Essi Systems' EQ Map*”

“*Emotional Intelligence in Action* is an important contribution to the field of applied emotional intelligence, particularly for its contribution in helping individuals improve their skills so that they can unlock their potential and live at a level more commensurate with their true capability.”

—Rich Handley, coauthor, *EQ 360™* and *Benchmark of Organizational Emotional Intelligence*

“The authors provide a suite of well-designed tools for increasing emotional intelligence and then invite practitioners to apply these to respond to individual development needs. This is a needed addition to the field of emotional intelligence. The gift that these practitioners have given is they have helped to make EQ development a faster and more efficient process for both coaches and clients. Advanced practitioners will find these tools useful for sharpening their practice.”

—Geetu Bharwaney, founder and managing director, Ei  
World

*“Emotional Intelligence in Action* is a very practical tool organizations can use to help employees anticipate, understand, and accept change and thrive in a fast-moving business environment.”

—Tad Deering, Sr., director of strategic change, Time Warner  
Telecom

*“Emotional Intelligence in Action* is a must read for anyone serious about improving personal and professional relationships, while gaining greater self-knowledge.”

—Richie Fontenot Hunter, vice president of marketing,  
Anthem Blue Cross and Blue Shield, West Region

“A pioneering book for a cutting edge field! The authors have pulled together thoughtful and useful tactics and strategies for trainers and consultants that will enable audiences to understand and act on EQ concepts. The cross references with numerous resources enables the reader to quickly identify additional material for workshop use.”

—Roger R. Pearman, president, [Qualifying.org](http://Qualifying.org), Inc.

*“Emotional Intelligence in Action* delivers whether you are an EI newcomer or a seasoned professional with its refreshing ‘workouts’ and totally engaging approach. EIA passes my test; it is both fun to read and easy to implement. Hughes, Patterson, and Terrell make a significant

contribution to EI and more importantly, will help you make a significant contribution to your organization.”

—Scott Cawood, SPHR, vice president,  
Global Talent Management, Revlon; founder, Modern Think

*“Emotional Intelligence in Action* is a valuable resource that is loaded with exercises and experiential learning scenarios (‘workouts’) that all of us can profit from as we seek to understand more clearly what moves us and motivates us. More accurate, realistic information, in turn, allows us to reason with emotions and emotional signals. The ability to do that serves as a valuable foundation for creating real change.”

—Wayne Cascio, US Bank Term Professor of Management,  
University of Colorado

“In all the training and developmental work I have done lately, I have seen repeatedly the importance of interactive experiences. To have tools to help people learn by experience is so valuable and clearly, the best way to promote learning. I am excited to have this excellent handbook to help individuals and teams strengthen their emotional intelligence. ‘Hands On’ is the best!”

—Kathy Yeager, SPHR, vice president, human resources,  
The Medical Center of Aurora



# **About This Book**

## **Why is this topic important?**

Exploring and developing emotional intelligence not only makes us happier and more successful, but it helps us motivate ourselves, manage stress more effectively, and resolve conflict with others. It gives us the skills to be able to encourage, comfort, discipline, and confront different kinds of people appropriately in different situations. It determines how effectively we express our emotions within the cultural contexts of our family, our workplace, and our community. It determines how well people listen to us and how well we are heard.

## **What can you achieve with this book?**

As an easy-to-use informational reference to the key components of emotional intelligence, this book is unsurpassed. The forty-six cross-referenced exercises serve as an invaluable resource for trainers, coaches, facilitators, HR professionals, managers, and anyone who needs to build emotional intelligence competencies in their work with individuals, teams, or groups.

Several books are available that discuss this topic, but very few provide exercises and learning scenarios to help build emotional intelligence skills. This book breaks new ground in providing a cross-reference matrix that maps the exercises to the four leading emotional intelligence models—the EQ-i® or EQ-360™, ECI 360, the MSCEIT™, and EQ Map®—making it easy to use with all the models.

## **How is this book organized?**

This book is organized into three parts. Part One provides an overview of using emotional intelligence to create real change. It includes sections on why emotional intelligence is important and how to best use this book. It also contains the cross-reference table that maps the exercises to the four leading emotional intelligence models. Last, it discusses the integral connection between thinking and emotions. Part Two gives a synopsis of fifteen components of emotional intelligence. Part Three features forty-six exercises to help build effective emotional skills. Each exercise includes a purpose statement, summary, description of the outcome/desired results, estimated time, intended audience, skill level needed by facilitator, step-by-step instructions, and reproducible handout sheets for participants.

# About Pfeiffer

Pfeiffer serves the professional development and hands-on resource needs of training and human resource practitioners and gives them products to do their jobs better. We deliver proven ideas and solutions from experts in HR development and HR management, and we offer effective and customizable tools to improve workplace performance. From novice to seasoned professional, Pfeiffer is the source you can trust to make yourself and your organization more successful.



**Essential Knowledge** Pfeiffer produces insightful, practical, and comprehensive materials on topics that matter the most to training and HR professionals. Our Essential Knowledge resources translate the expertise of seasoned professionals into practical, howto guidance on critical workplace issues and problems. These resources are supported by case studies, worksheets, and job aids and are frequently supplemented with CD-ROMs, websites, and other means of making the content easier to read, understand, and use.



**Essential Tools** Pfeiffer's Essential Tools resources save time and expense by offering proven, ready-to-use materials—including exercises, activities, games, instruments, and assessments—for use during a training or team-learning event. These resources are frequently offered in looseleaf or CD-ROM format to facilitate copying and customization of the material.

Pfeiffer also recognizes the remarkable power of new technologies in expanding the reach and effectiveness of training. While e-hype has often created whizbang solutions in search of a problem, we are dedicated to bringing convenience and enhancements to proven training solutions. All our e-tools comply with rigorous functionality standards. The most appropriate technology wrapped around essential content yields the perfect solution for today's on-the-go trainers and human resource professionals.



*Essential resources for training and HR professionals*

*This book is dedicated to all those who help others enhance the quality of life by developing deeper, more profound business and personal relationships. Their actions, which add richness, strength, and meaning to life, resonate throughout the world and transform our lives.*

# Emotional Intelligence in Action

---

*Training and Coaching Activities  
for Leaders and Managers*

MARCIA HUGHES  
L. BONITA PATTERSON  
JAMES BRADFORD TERRELL

**Pfeiffer**  
A Wiley Imprint  
[www.pfeiffer.com](http://www.pfeiffer.com)

Copyright © 2005 by Marcia Hughes, L. Bonita Patterson, and James Bradford Terrell.

Published by Pfeiffer  
An Imprint of Wiley.  
989 Market Street, San Francisco, CA 94103-1741 [www.pfeiffer.com](http://www.pfeiffer.com)

Readers should be aware that Internet websites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

Except as specifically noted below, no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the web at [www.copyright.com](http://www.copyright.com). Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, phone 201-748-6011, fax 201-748-6008, or e-mail: [permcoordinator@wiley.com](mailto:permcoordinator@wiley.com).

Certain pages from this book and all the materials on the accompanying CD-ROM are designed for use in a group setting and may be customized and reproduced for educational/training purposes. The reproducible pages are designated by the appearance of the following copyright notice at the foot of each page:

*Emotional Intelligence in Action*. Copyright © 2005 by Marcia Hughes, L. Bonita Patterson, and James Bradford Terrell. Reproduced by permission of Pfeiffer, an Imprint of Wiley. [www.pfeiffer.com](http://www.pfeiffer.com)

This notice may not be changed or deleted and it must appear on all reproductions as printed.

This free permission is restricted to limited customization of the CD-ROM materials for your organization and the paper reproduction of the materials for educational/training events. It does not allow for systematic or large-scale reproduction, distribution (more than 100 copies per page, per year), transmission, electronic reproduction or inclusion in any publications offered for

sale or used for commercial purposes—none of which may be done without prior written permission of the Publisher.

For additional copies/bulk purchases of this book in the U.S. please contact 800-274-4434.

Pfeiffer books and products are available through most bookstores. To contact Pfeiffer directly call our Customer Care Department within the U.S. at 800-274-4434, outside the U.S. at 317-572-3985, fax 317-572-4002, or visit [www.pfeiffer.com](http://www.pfeiffer.com)

Pfeiffer also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

ISBN: 0-7879-7843-4

**Library of Congress Cataloging-in-Publication Data**

Hughes, Marcia M.

Emotional intelligence in action: training and coaching activities for leaders and managers/

Marcia M. Hughes, L. Bonita Patterson, James Bradford Terrell.

p. cm.

Accompanied by a CD-ROM.

Includes bibliographical references and index.

1. Executives—Training of—Handbooks, manuals, etc. 2. Leadership—Study and teaching—Handbooks, manuals, etc. 3. Executive coaching—Handbooks, manuals, etc. 4. Counselors—Training of—Handbooks, manuals, etc. 5. Group facilitation—Handbooks, manuals, etc. 6. Personnel departments—Employees—Training of—Handbooks, manuals, etc. 7. Emotional intelligence—Handbooks, manuals, etc. 8. Active learning—Handbooks, manuals, etc. I. Patterson, L.

Bonita II. Terrell, James Bradford III. Title.

HD30.4.H824 2005

658.4'071245—dc22

2005004205

Acquiring Editor: Martin Delahoussaye  
Director of Development: Kathleen Dolan Davies  
Developmental Editor: Susan Rachmeler  
Production Editor: Dawn Kilgore

Editor: Rebecca Taff  
Manufacturing Supervisor: Becky Carreno  
Editorial Assistant: Laura Reizman



Printing

## ***Foreword***

Everyone can profit from enhancing his or her emotional intelligence, because this important construct has a positive impact on human performance, leading to personal effectiveness and eventually to overall well-being.

The activities in this book are designed to be applicable to those who favor any one of the three major approaches to the emotional intelligence construct. The authors have focused on the Bar-On approach in defining and measuring emotional intelligence as the backbone of this book, but the activities are easily applicable to the Salovey-Meyer and Goleman/Boyatzis models as well. In addition, they are also readily applicable to a wide range of EI assessment tools, including Esther Orioli's EQ Map and other closely related instruments. This wide applicability across the major EI conceptual and psychometric models makes this workbook unique.

This method supports what I have referred to as "the multi-modal approach" in describing, assessing, and enhancing this construct. When this specific approach within emotional intelligence is combined with factoring in the impact of cognitive styles and personality traits, as the authors have uniquely suggested, the ability to assess, predict, and improve human performance is expanded exponentially.

Although the authors have targeted primarily organizational trainers, facilitators, executive coaches, and other closely related practitioners, these activities can be used by a wider range of individuals in a variety of settings. Those who are involved in parenting children at home,

educating students at school, or counseling patients in clinical settings can all benefit from this workbook.

*Emotional Intelligence in Action* is well-written, interesting, and enjoyable to work with. The read is not merely a passive experience, but rather actively engages the reader from beginning to end. The activities and experiential learning scenarios (“workouts”) are easy to understand and fun to do.

This workbook fills an important niche in developing emotional intelligence, representing a genuine contribution to the field. I would like to express my gratitude to Marcia Hughes, Bonita Patterson, and James Terrell for making this important contribution to emotional intelligence. I have thoroughly enjoyed reading the didactic material, experimenting with the activities, and noticing the effect that they have had on me. I highly recommend *Emotional Intelligence in Action* to all those who are interested in enhancing this vitally critical component of human intelligence and performance.

*Reuven Bar-On*  
*November 7, 2004*

Dr. Reuven Bar-On holds a research position at the University of Texas Medical Branch and is affiliated with the Collaborative for Academic, Social, and Emotional Learning (CASEL) and the Consortium for Research on Emotional Intelligence in Organizations. He is the author of the Bar-On EQi, the co-author of EQi-YV, EQ360, EQ-Interview, and *Optimizing People* and the co-editor of the *Handbook of Emotional Intelligence*.

# ***Acknowledgments***

The authors wish to acknowledge and thank:

Reuven Bar-On, Peter Salovey, John D. Mayer, David R. Caruso, Daniel Goleman, Richard E. Boyatzis, Esther Orioli, Robert Cooper, Cary Cherniss, and Marilyn K. Gowing, for their pioneering emotional intelligence work, Robert Carkhuff for his substantial contribution to the field of interpersonal communication.

Lois Hart, Ed.D., for guiding us down the publishing path; Elaine Biech for opening the door; Martin Delahoussaye, senior editor at Pfeiffer, for being there to welcome us in and guide us with such good cheer; and Susan Rachmeler, Kathleen Dolan Davies, Laura Reizman, Dawn Kilgore, Jeanenne Ray, and Karen Warner at Pfeiffer, for guiding us with gentle insistence to the quality we most desired to achieve. Our thanks also go to Ken Hultman for valuable input.

Michael Snell, our agent, for creating an excellent interface with our publisher, orchestrating a win-win process, and continuing down the publishing path with us.

Danielle Hughes, Sherrol Horner, and Jake York for their much-needed assistance in editing and document preparation.

All of our parents, families, teachers, mentors, clients, and adversaries, and the grace and pluck that have gotten us each this far along the crazy paths we call our lives.

# Introduction

## *Getting the Most from This Resource*

### **PURPOSE**

Emotional intelligence research and experience validate its importance as a critical factor in personal and business success. The Consortium for Research on Emotional Intelligence in Organizations provides a business case for emotional intelligence that lists nineteen success stories that resulted from developing or expanding emotional intelligence skills. They note:

“Optimism is an emotional competence that leads to increased productivity. New salesmen at Met Life who scored high on a test of ‘learned optimism’ sold 37 percent more life insurance in their first two years than did pessimists.” ([www.eiconsortium.org](http://www.eiconsortium.org))

The need for emotional intelligence increases with higher levels of responsibility, such as management or parenthood, and becomes even more important with groups, such as work teams. Recognizing the importance of emotional intelligence is a great starting place, but how do we develop competencies in the actual skills that empower us to function more effectively at work, at home, and in the community? The Guidelines for Best Practices for training and development in EI created by the EI Consortium emphasize the critical need for experiential practice to learn and enhance EI competencies. This book addresses that need by providing experiential learning scenarios drawn

from real life to enhance emotional intelligence competencies.

## **AUDIENCE**

This book is designed for coaches, trainers, facilitators, HR professionals, managers, and anyone who wants to help others improve their emotional intelligence. The in-depth description of key elements of emotional intelligence is supported by easy, practical, and impactful exercises, which we call “workouts.”

For individual coaching, the primary audiences are leaders, managers, supervisors, and employees whose job success requires improved interpersonal skills. The exercises will also be useful in clinical applications with clients who need to develop emotional intelligence to achieve therapeutic goals.

For group development, the primary audiences are management teams, intact teams at any level, and cross-functional teams. The exercises will also be an important resource for those providing public workshops for people interested in developing competencies in social and emotional intelligence, improving relationships, and expanding their career development opportunities.

## **ASSESSMENTS**

The exercises contained in Part Three of this book may be used with or without assessments. For those who use assessments, we urge you to consider using multiple assessments whenever possible. No one measure can tell everything about a person. Multiple data sets provide the opportunity to corroborate results, to better understand the