



SECOND EDITION

# EMOTIONAL INTELLIGENCE IN ACTION

Training and Coaching Activities for  
LEADERS, MANAGERS, and TEAMS

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# ***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 families, 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 sixty-five 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 four of the leading emotional intelligence models—the EQ-i2.0® or EQ360®, TESI® and TESI® Short, the



MSCEIT™, and EISA—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 four leading emotional intelligence models. Last, it discusses the integral connection between thinking and emotions. Part Two gives a synopsis of sixteen components of emotional intelligence. Part Three features sixty-five 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 where applicable.

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*Training and Coaching  
Activities for Leaders, Managers,  
and Teams*

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*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.*

## ***On the Web***

From the Internet, you can download for free the handouts that are part of the various exercises. To obtain these handouts electronically, please access the following web address:

[www.pfeiffer.com/go/EIAction2](http://www.pfeiffer.com/go/EIAction2)

**password: training**

Below is a list of the handouts posted on the website.

### **Self-Regard**

- Lighten Up with Self-Compassion
- Of Thine Own Self Be Aware
- Reconciliation
- Aspect and Roles

### **Self-Actualization**

- Leverage Your Time with a 2% Solution
- Your 2% Solution
- The Scavenger Hunt
- Becoming All That You Can Be
- Applying Inspiration

### **Emotional Self-Awareness**

- Expanding Your Uncommon Awareness
- Are You in Touch?
- It Just Bubbles Up
- Moving Toward and Moving Away

### **Emotional Expression**

- Expressing Resistance
- Say It Nonverbally!
- Expressing Emotions in Social Media

### **Assertiveness**

- Developing Appropriate Assertiveness Within Your Team

- Ramp It Up
- Dial It Back
- Getting Your Point Across

### **Independence**

- Virtual Decision Making
- Cut the Apron Strings
- Solitary Effort
- Going Along with the Group—Or Not

### **Interpersonal Relationships**

- You've Got Good News
- Making New Friends

### **Empathy**

- Mixed Emotions
- Do as the Empathic Do

### **Social Responsibility**

- Reflect the Best
- Who Do I Work for?

### **Problem Solving**

- When Problems Become Conflicts
- Emotions Affect Decision Making
- MasterSolve Model© for Teams
- Win-Win Negotiating
- Let's Cover Our Bases

### **Reality Testing**

- Feel, Hear, See—Is it Reality?
- Visit Their Reality
- Using All Three of Your Minds

### **Impulse Control**

- Putting on the Brakes
- *King Lear*, Act 1, Scene 1
- To Impulse or Not to Impulse
- The Urge to Splurge
- Hot Buttons

## **Flexibility**

- The Highly Flexible Team
- No More Shutdowns
- Yes, No, Maybe So

## **Stress Tolerance**

- EZ Stress Buster
- Personality Quiz
- 'Cause You've Got Personality
- Deep Center Breathing

## **Optimism**

- Optimistic Self-Talk and Behavior
- Be Solution-Focused
- The Optimistic Explanation

## **Happiness/Well-Being**

- Beyond Personal Silos
- Growing My Happiness

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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 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