



EMOTIONAL INTELLIGENCE



**For improved
business results**

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Emotional Intelligence for Improved Business Results

Introduction

It's often said that intelligence is a critical factor of succeeding in business. While this is true, it's also the case that many people unfairly limit their definitions of just what intelligence is, and how it should be measured. Consider for instance, your own take on the matter of intelligence. Perhaps when you think of an intelligent person, you envision someone with a lot of book smarts, or someone who knows a lot of information about a wide range of topics. Certainly, this is a functional definition of intelligence, but it is by no means complete. Nor is it the type of intelligence that is most likely to be of major benefit when it comes to business.

Consider those individuals you might have known throughout your life who seem to have the drive to succeed. Chances are good that they were "people" persons, that they had some sort of indefinable charismatic quality that allowed them to associate easily with others and made headway for themselves where it seemed impossible for others to do so.

Could this kind of awareness of emotional states not also be called a type of intelligence? Indeed, there are many out there who think so. The topic of emotional intelligence is one that seems to be on everyone's minds as of late, and for good reason: it's one of the best ways for a person to really seize control of their life, not just in business, but in their personal affairs as well.

Just what is emotional intelligence? It is often said that the person who has complete control over his or her emotions is a person who has achieved self-mastery. There is a long standing history of wisdom related to this belief, and upon closer examination, we'll see that there's actually quite a lot of truth to the claim.

However, before we can get into how you can take control of your emotions, and how that will help you directly in your business dealings, we need to address a few other concerns first. We'll have to deal with the question of where emotions come from, how we process and express them, as well as how the idea of emotional intelligence first became a formalized theory.

By the time we finish here, your understanding of emotional intelligence should be greatly improved, and you should be well on your way to a more satisfying and enriching lifestyle; one that you have complete control over.

Understanding Emotions

Emotions Defined

Since we're going to be discussing the importance of emotions in business, we're going to have to spend some time talking about emotions in depth. Emotions are something that everyone possesses an intuitive understanding of, but they're also something that just about everyone has problems vocalizing their understanding of. In other words, you know what emotions are because you can "feel" them, you just "know"; it's not something that most people can talk about in objective terms.

However, if this paper is going to be of any worth whatsoever, we're going to have to do exactly that. We're going to need to look at emotions from a scientific, psychological, and evolutionary standpoint. This is necessary in order to reach a common consensus of what we're talking about when we say "emotions"; it's something that means many different things to different people, and so in order to say anything of value on the subject, the most important first step is making sure that we're all on the same page.

Having said that, just where do emotions come from, anyway? Not surprisingly, there are quite a few different answers to that, from a variety of different schools of thought and academic disciplines. However, for the purposes of this paper, we should probably just limit our discussion to the origin of emotions posited by evolutionary biologist Charles Darwin.

Darwin asserts that the expression of emotions is an automatic process, something that has evolved to be an innate feature of humanity (as well as other animals). If you stop to think about it, even the slightest emotional expression is really quite complex. Consider this: do you ever have to stop to think of how to smile? More often than not, it's probably an involuntary reaction, isn't it? Consider also that we frequently see laughing and smiling, as well as a host of other expressions of emotion from newborn babies. Clearly, they haven't yet had the expression of emotions culturally conditioned into them, so there must be at least some merit to this proposition.

Where Emotions Come From

Of course, this only tells us so much, though. While it's valuable to know that the expression of emotion is primarily involuntary and innate, this really only addresses the question of where do the expressions of emotion come from. After all, humans don't just sit around expressing different emotional states at random. There must be some catalyst to bring about the emotional state that is then manifested by the innate expressions we just spoke of. There must be a stimulus somewhere.

In a very real sense, our emotions are our subconscious way of reacting to our environment. The brain is set up in such a way that it does an awful lot of work "shorthand". Say you were to witness something universally terrifying, like a man running at you wielding an axe. In such an admittedly exaggerated scenario, your brain would not have the time to allow you to reason out that axes are sharp, that the man's facial expression, posture, and his words ("I'm going to kill you.") all add up to a significant probability that he's going to hit you with said axe, that the sharpness of that axe will allow it to cause you harm, that harm is to be avoided, and that the quickest way to avoid that harm is to turn and run away. If you had to stand there and process all of that, you'd very likely meet your doom.

Instead, much of our thought processes are the result of subconscious impulses. The innate drive to avoid harm is powerful enough to take in all the things we mentioned above, process it all in an instant, and instead of conveying it to you in logical, understandable terms, it just causes your body to be flooded with adrenaline. Almost before you realize it, you're turning to run away, your heart is racing, and your adrenaline levels are high: the expression of the emotion of fear.

Using a less morbid hypothetical, we can further indicate the extent to which this assertion is true. Presume that you have a much beloved daughter, and you come home to see her after a day's work. Your brain doesn't have to go through the process of comparing the facial features you see before you with your memories in order to determine that it's your daughter you're looking at, and then supply you with sufficient reasons as to why you should feel happiness. Instead, you just instantly feel happiness. That happiness is still the result of real things that you have experienced in the past, all the memories and events that have made you come to love your daughter, much like the fear in the above example was the result of real past experiences in pain and wanting to avoid it, but it's not actively recalled or brought to the attention of the conscious mind. Rather, it simply is processed "behind the scenes" and all we're aware of is the decisions that were made without our ever recognizing what was going on.

All in all, this is a very efficient way to do business, but from time to time, it can cause some problems, and we'll want to discuss these a bit later on.

From now though, we can be content in saying that our emotions stem from a combination of factors. Firstly, they come from an external stimulus in our environment that causes the subconscious mind to get to work. The subconscious mind, based on what the thoughts and experiences we've stored away over the years have to tell it, causes us to experience the biological sensations of emotions. Furthermore, the particular expression of these emotions is evolutionarily innate; it's a hard coded feature of humanity that is consistent across all cultures and nationalities, no matter how isolated.

Understanding the Difference Between Feelings and Emotion

However, even with such a thorough definition as that one, there's one last thing we need to consider, which is the difference between feelings and emotions. For the most part, semantically speaking, the two are totally synonymous. In everyday parlance, one would use the words interchangeably and naturally, without paying much attention to which is used in the context of a given situation.

For the purposes of this paper, however, we'll need to expand our understanding just a little bit, and come up with a nice way to compartmentalize the two for easier understanding. Recall above when we mentioned that it's often the case that the "shorthand" nature of our subconscious mind can lead to problems? This is how that tends to happen:

Think back to a time when a friend or co-worker gave you some bad news, or did something to irritate you. It's only natural to feel some sense of anger towards such behaviour, because as we've mentioned, this much is largely beyond your control. Before you even know what's happening, your brain is processing what you're hearing and beginning to produce the feeling of anger. Sometimes, you let this anger manifest and shouted at the person in question. In such instances, it's probably the case that you regretted it later on. Maybe it was the case that minutes later something happened that put what your friend or co-worker did in a new light, and having this new information on hand, it made their actions make perfect sense. If you had only not manifested your anger, you wouldn't be left feeling foolish.

Of course, there are potential consequences here much greater than regret or embarrassment. Losing control in highly emotional situations can sometimes mean the difference between life and death. Since we're largely talking about business relations here, though, let's say rather that the unchecked manifestation of emotions can cost one huge business deals, or lead to one's losing one's job. On the other hand, the judicious employment of emotional expression can get one a clear advantage.

What this all adds up to is the fact that, just because emotions are felt subconsciously, doesn't mean that they should always be expressed. This is the critical difference we were discussing. For the context of this paper, let us refer to the subconsciously generated thoughts and reactions as "feelings", and reserve the term "emotions" from this point on to refer to those thoughts and reactions generated by a higher level thought process. In other words, when the conscious mind takes over in order to apply reason and context to a feeling, and then makes a judicious decision in whether or not to display that feeling to others, it becomes an "emotion".

All this talk begs a pretty important question, however. Just why would one ever want to do something so unnatural as to use their conscious mind to

intentionally stifle and subjugate the wonderfully efficient processes of their subconscious?

The Importance of Emotional Control in Today's Society

The answer, thankfully, is one that we can probably all agree upon. Feelings are a product of evolution, and for the most part, evolution does its job astonishingly well. However, much of its work was done in past millennia when the life of man was very different indeed. If one lived as a hunter-gatherer, foraging in the dangerous wilderness for food on a daily basis in order to survive, these split-second decisions would be highly useful, and essential to getting anything done. The subconscious manifestation of fear without bothering to invoke the conscious mind could mean the difference between a hunter-gatherer who successfully clubs the tiger who was stalking him, and the unsuccessful one who dodged just a second too late.

Artistic metaphors about it being a jungle out there aside, we no longer live in such a society as that. We have social contracts in place, and a civilization founded on mutual trade and benefit. Though it's true that we could all just resort to clubbing one another at any second, we don't, because we now have these social contracts that say, in an unwritten, unspoken way through laws and social "taboos": if you don't club me and allow me to live my life unhindered, I'll extend you the same courtesy.

For this reason, in our society, it is sometimes important to be able to stop for a few seconds to look at and consciously appraise the feelings that arise from our subconscious mind. Certainly, it can be a useful tool in business dealings that, as we've mentioned, can give you a definitive edge that the competition is sure to be lacking.

Consider the examples we gave above, when losing control of one's emotions led to regret or remorse when one "recovered one's senses". Business dealings are usually a one chance only type of affair. If you're unable to close the deal, or if things go sour, you can bet that there are no second chances, no matter how lucrative the object aspects of the deal are to either party that's involved.

Therefore, it's critically important to be able put the automatic subconscious expression of your emotions into check once in a while. It's not about becoming a soulless machine; but rather about learning to consciously recognize the feelings that arise in our subconscious and evaluate whether or not they are appropriate, or advantageous, given our current situations.

Business is often a highly emotional and stressful practice. It stands to reason then that emotions flare up regularly. Those who master them are in possession of a powerful weapon. However, in order to understand exactly how to do this, there are a few cognitive tools that might be helpful. In the

next section, we'll cover these tools in depth, and take a look at what they should mean to you.

Defining Emotional Intelligence

The Origins of the Emotional Intelligence Theory

When it comes to understanding emotions and feelings, and more importantly how to take control of them in business situations, one of the most important topics we'll discuss is "emotional intelligence". Emotional intelligence, or EI as it's commonly abbreviated, is a postulated type of intelligence that deals with emotive issues rather than analytical or "factual" ones. Indeed, it even has its own system of measurement, the EQ (Emotional Intelligence Quotient) that works just like an IQ does to measure standard intelligence. As you might expect, the higher one's EQ, the more adept one is said to be at perceiving and managing one's own emotions, as well as the emotions of others.

The idea of emotional intelligence and how to measure it dates all the way back to the, you guessed it, Darwin again. Until that point in time, most studies about intelligence and emotions dealt primarily with the cognitive aspects of it; the aspects that we consciously think about. As we've been talking about, however, this is clearly not all there is to emotion. It's not even the biggest part. So when researchers began to actively look at those subconscious aspects as something of import, big strides were made.

The first person, however, to actually use the term emotional intelligence to describe the "felt" rather than "reasoned" aspects of thought was Wayne Payne, who did so in his thesis, "A study of emotion", which was published first in 1985. Use of the term dated back to 1966, but he was the first to really solidify its meaning and put into practice theories on measuring and developing it.

How Emotional Intelligence is Measured

Simply knowing what emotional intelligence is, however, isn't quite enough. We also need to know how to quantify it; how to objectively measure the level of emotional intelligence that we can be said to display. Why is this important? Simply because in knowing how to measure it, we can set ourselves up to gauge our own improvement in this area.

Firstly, one has to define emotional intelligence in a limited way that is useful for the purposes of a singular conversation. One of the best approaches to this task has probably already been done for us, thus decreasing the work we need to do ourselves. The researchers Salovey and Mayer posited in 1990 that emotional intelligence was best defined as "the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to

use this information to guide one's thinking and actions". In other words, the primary idea was to become conscious of what your subconscious mind was doing, and then to use the conclusions it had leapt to in order to further inform your own conscious thought processes.

This seems a reasonable enough explanation, and should completely suffice to explain the concept of emotional intelligence as it relates to our discussion in this paper.

Of course, it's not as simple as all that, really. Even accepting this as a definition, there is still the matter of how to best measure emotional intelligence, or indeed, on how emotional intelligence should be thought of at all.

One of most well known of these is the ability-based model of emotional intelligence. This is the view that looks at emotional intelligence in the sense that it helps increase one's practical abilities, and allows one to make better sense of the world. It views the emotions not as something to be conquered or pushed aside, but rather as valuable sources of information that, if considered from a rational perspective, can enrich one's decision making capabilities.

The abilities that are said to benefit the most from conscious appraisal of one's emotions are as follows:

The perception of emotions, or more specifically, one's ability to find the true emotional motivating force behind facial expressions, body language, tone of voice, and the like, is one of the primary skills that is said to improve. This is usually what is meant when it's said that one is good at "reading people".

Secondly, the "use" of emotions is considered a good measurement of how high one's EQ is. This refers to one's ability to acknowledge one's feelings and use them to one's advantage to get work done in a more efficient way, or to better act in the situation at hand. For instance, if one felt the sensations of anger, one could schedule work that requires a high energy level but perhaps not necessarily a high level of attention to detail. This would be a good example of taking advantage of one's emotional state to improve one's success at various tasks.

Thirdly, one's understanding of emotions is thought to be another keen measurement of EQ. This is different from perception in that it is more cognitive. For example, it concerns itself primarily with matters like interpreting language for emotional indicators, and the ability to recognize the complex interplay that often goes on between emotions. One could say that something like the ability to distinguish between frustrated and annoyed, or sad and melancholy, is a good indicator of understanding the depth of emotions.

Lastly, the management of one's emotions and the emotions of others is critical. A person who is said to be emotionally intelligent can take any emotional state that they might be feeling, and turn it towards some positive goal. They never go "out of control", never "lose their temper" or other such actions that mark the emotionally immature person.

Just a quick look at that list should be enough to indicate to anyone the kind of advantages they would impart upon you in the business arena. The possibilities seem absolutely without limit.

It seems clear that taking active steps to raise one's emotional intelligence can have positive effects not only for how you deal with yourself, but also how you deal with others, and how you act within the context of the organization where you work. To put it another way, raising your emotional intelligence is going to positively benefit not only you, but also those around you, and it will strengthen the organizations to which you belong.

The Benefits of a Strong Emotional Intelligence... for You

The most obvious way in which you're going to be effected by your emotional intelligence is in how the feelings you experience motivate you, or hinder your motivation. Everyone has had "on days" and "off days" before; it should be clear that our emotional states determine to a large extent the amount of effort we're willing to put forth towards our work.

It's not such a logical leap to see that by taking control of our emotional states and acting on them rationally, we can control this motivational force and employ it at our will. In time, one can establish the coveted "leadership trait", the trait that seems to typify those individuals who are driven to succeed, no matter the cost, and more for the sake of success itself than any material gain.

In general, having more control over one's emotions is always a positive thing. One will be able to retain control of one's responses in meetings or negotiations; one will be able to ask the right questions and judge reactions in one's personal relationships, and perhaps most importantly, one will naturally become more in tune with one's own emotional state.

The Benefits of a Strong Emotional Intelligence... for Others

Having a strong emotional intelligence isn't all about you, though. Well, of course, you'll benefit from this aspect of it as well, but not *only* you. One of the key strengths of having a high emotional intelligence lies in how it increases your ability to foster relationships with others.

Whether it's establishing rapport quickly with a client who you're trying to negotiate a deal with, or even just talking to an old friend, having a high emotional intelligence is going to help you out. Because you're more in tune

with your emotional states, you'll also be more receptive to the emotional states of others. You'll become more empathic and people will naturally grow to trust you and confide important matters in you.

Emotional intelligence is not just for the workplace, but for all of life. In that it improves the way you connect to the rest of the world in a direct fashion, it's no exaggeration to say that it's one of the most important undertakings you'll ever embark upon.

The Benefits of a Strong Emotional Intelligence... for Your Organization

For those who own organizations, or those who simply want to see their organizations succeed, the benefits of emotional intelligence should be explored very carefully.

As we'll assert and explore elsewhere in this document, the benefits that emotional intelligence imparts to the individual and the relationships that that individual involves him or her self in, will also help the bottom line of any organization that he or she is involved in. Because that person will be a more effective worker, they'll be better able to carry out the strategic goals of the organization, and everyone will benefit.

For this reason, it's worth considering making training in emotional intelligence an integral part of any organization's training regimen. If nothing else, it will begin to lend credibility to important personality aspects beyond regular intelligence that need to be acknowledged and fostered. At best, an organization will begin to see immediate and dramatic improvements in each of its employees, as well as in how those employees relate to one another. It's a bold claim, but one that is consistently backed up by the studies. Emotional intelligence training works.

How to Measure Your Own EQ, and How to Develop It

When it comes to measuring one's emotional intelligence quotient, there is not yet any real standardized means for doing so. Because this is such a culturally dependent and subjective sort of study, there aren't any real tests with objective answer keys from which one can receive a "grade". Because of this, these tests are normally scored by committee, with a majority of agreement required in order to mark an answer as being "emotionally intelligent".

This makes sense, because emotional intelligence, in order to be effective, must appeal to a large body at once. However, it's kind of frustrating for those of us who might want to measure our emotional intelligence for the sake of knowing where we stand and how we can improve ourselves. For this, we recommend developing personal standards of testing if you can't find a standardized exam that appeals to you.

Look at all the different ways we've outlined that emotional intelligence can be of benefit to you, and then try and see how well you stack up where those potential benefits are concerned. Because all quotients like this are meant as a comparative measure, this is easily done. Look at how you're able to enjoy these benefits compared to your colleagues and co-workers. Look at how you're able to foster trusting relationships quickly and easily when negotiating deals compared to others. Look at how you're able to control your mood and emotional manifestations compared to others. Give yourself an honest assessment and if you feel you could still improve... get to improving!

So just how does one improve one's emotional intelligence? That's a good question, and there are a lot of different exercises that one could employ to see real results quickly. It's a lot of work, but you will see these results, and know that progress is being made.

In the next section, we'll talk about personal self awareness, and cover all the different methods you can use to increase your emotional intelligence, as well as more benefits that it will bring to you and those around you.

Self Awareness and Controlling your Own Feelings

The Importance of Self Awareness

In a very real sense, emotional intelligence all boils down to awareness. While our subconscious mind is a wonderful tool for streamlining our day to day existence, it's not such a good thing when we totally give over to the autopilot and run around all the time, not really knowing where we're going.

Just as Zen masters emphasize the importance of always retaining a conscious awareness of one's every action, so too will this bring you success in business. As we mentioned in the last section, there is the matter of your control over yourself enabling you to react to others better, and to achieve a more effective and calculating strategy in meetings or when negotiating deals.

However, there's more to total control over your emotions than that. In order to attain a state of perfect awareness, you must be aware of more than the causes and manifestations of your own emotions. You must also be aware of how your awareness relates to others, and what the interactions of those different levels of awareness can ultimately mean.

Understanding the Relationship Between Your EQ and That of Others

First, based on the measurements we outlined above, one should have a fairly thorough grasp of one's own "emotional intelligence quotient". However, it's equally important to have an understanding of the emotional

intelligence quotient in other people; to be able to perceive it and judge how sophisticated it is. Ultimately, the most important aspect of awareness, however, lies in the awareness of how your own emotional intelligence quotient compares with that of others.

The reason for this being so important should be obvious: the greater understanding you have of the emotional intelligence of others, the better and more directly you can relate to them in a way that they will understand and respond well to.

Consider the old and familiar idea of rapport. Rapport occurs when two people seem to “hit it off” for whatever reason; conversation flows easily, the two people have what is referred to as “chemistry”, and discussions such as business dealings tend to proceed with both parties feeling pleased with the outcomes.

It’s fairly well known that establishing rapport can be done intentionally. There’s an entire field of study called neurolinguistic programming that is devoted, among other things, to how to consciously establish rapport by using all sorts of means from voice manipulation to peppering one’s vocabulary with strategically chosen “sensory words”.

In so far as these are useful techniques, having an awareness of one’s level of emotional intelligence as well as of the emotional intelligence of others can be very valuable. The more we know about a person’s emotional intelligence, the more we know about matters such as:

- How blatant we need to be about our own emotional intentions
- How well they are likely to be able to “read” us and our emotions
- Whether or not the emotions they seem to be projecting are genuine
- The kinds of vocabulary that might appeal to them most
- The sort of jokes or anecdotes we could tell that would endear us to them, and what kind would offend them

As you can see, any one of these bits of information would be of critical importance when negotiating a business deal with someone. As such, we should take all the care possible to become very skilled at judging the emotional intelligence of others, and how it relates to our own.

How best to go about cultivating this talent, though? It all starts with increasing your awareness of the feelings of others.

Increasing Your Awareness of Other’s Feelings

Interestingly, the first step to becoming more aware of the feelings of others is simply to become more aware of your own. When you experience

emotions, use your ability to apply conscious reasoning to them to really savour the moment and get the most out of it that you can.

Take a long hard look at the emotions that you're experiencing and ask yourself a series of questions:

- What is the real nature of this emotion?
- How does it make me feel, in concrete terms? (Stomach aches, frowning of brow, things like this)
- Do others seem to express this emotion the same way?
- How good would I be at hiding this emotion, if I had to?
- Would it even be possible at all?

By recognizing all the details of the emotion that you can, you gain a better understanding of what changes that emotion manifests in you. When you come to understand this, you can develop a keener sense of what to look for in others.

For example, consider that feeling sadness causes your eyelids to droop, regardless of how much you try hard not to frown or show more obvious signs. If you notice that this holds true for others, you will be able to identify an underlying sadness in others, even if they might be trying to hide it.

Non-verbal cues and body language of this type are one of the major secrets to reading the emotions of another. There's all sorts of advice out there about how to interpret body language, and while it might seem like a lot to digest at first, over time it will become a natural process, and you'll hardly even be aware that you're "reading someone". In fact, you probably already do it to some extent without realizing it.

For instance, if you were to be interviewing a person at work, and they couldn't stop twitching their leg or drumming their fingers on the desk, wouldn't you get the impression that they were either nervous or anxious about something? It's just such an obvious giveaway that it's one that most people have naturally picked up on. However, there are hundreds of other signs that are less obvious, but equally telling.

Learning how to read body language, and how body language can manifest different in different people is one of the major steps to increasing your awareness of the emotions of others.

Learning to be more aware of other's emotions, however, cannot really be discussed without at least some thought given to the quality of empathy. Empathy is said to be one's ability to put one's self in the place of another, to imagine what existing as them must be like. If one is able to do this well enough, one tends to develop a more aware, forgiving, and perceptive attitude about the emotions of others.

Try and consciously increase your empathy through exercises. Even if you're not trying to read someone, try and empathetically live as them for a short time. Imagine how they might react to certain situations based on what you know of them, and observe how it would differ from your own reactions. This is an exercise that gets more useful the more you do it.

When you become more empathic, you should combine this trait with your understanding of how emotions are manifested and your understanding of body language in order to heighten your skills at reading more subtle cues. Whereas body language might refer to broad and obvious things like drumming fingers or crossed arms, there are a lot more physical tell-tale signs that a truly perceptive person must remain aware of if he or she is to master "reading" other people.

Learn to look at a person's eyes to get a clear indication of what they're feeling. Trying to read emotions in your own eyes is one useful way to do this. You can also look at people that you know to be in a certain emotional state, and make a note of how their eyes look, so that you can compare it to others in the future.

This ability should also extend to facial expressions. Learning to read the nuances of facial expressions is perhaps the most critical aspect of learning to read someone; however, it is also one of the most advanced.

Lastly, we come to the most obvious way to increase your understanding of other's emotions: ask them how they're feeling. It might seem obtuse just to walk up to someone and ask how they're feeling, and you might not want to use this tactic in times of trial like business deals, but when you're just practicing, it can be a very effective tool indeed. Asking others questions of this nature is obviously going to get you involved in quite a few situations where you'll end up discussing emotional topics. As such, you'll learn how to draw information out of people and how to make them feel comforted and at ease with you.

Of course, "reading" people isn't all that there is to assessing one's emotional intelligence quotient. One must also look at factors such as how well that person seems to function in spite of their underlying emotional state, and how well they are able to read *your* emotions.

While it's important to be able to pick up on such matters to reach your ultimate conclusion about how developed a person's EQ is, it's absolutely imperative to be able to read the underlying emotions first. They are the basis of everything.

How the Emotional Intelligence Quotient of Others Affects You

Ultimately, the point of these exercises is to understand how better to deal with people, knowing what we know about their emotional intelligence, and

how it relates to ours. We must adjust the way we act around certain people in order to get the best results when dealing with them, and of course, the way we adjust ourselves is different for everyone.

Consider the very real possibility that many people you have discussions and business deals with will be of a more developed emotional intelligence than you are! If this is the case, you'll obviously need to be much more careful and take a totally different stance than you would with someone who you judged to be at a lower level than yourself.

Let's look at some specific examples, though.

Presume that you're engaged in negotiations with someone who is of lesser emotional intelligence than yourself. They seem largely unable to read your emotions without your giving them very obvious clues, and you're reasonably confident that you're able to read their emotions. If this happens, you mustn't let your guard down!

Just because you assert yourself to be on a "higher level", all this really means is that the person you're dealing with has less control over their emotions than you. This means that you'll be more likely to end up in an emotional situation that requires you to call upon your own powers to control yourself. For instance, the person might become personally insulted more easily than a person with a higher EQ would. Should you let your guard down just because the person had a lower emotional intelligence, you might suddenly find yourself unprepared to deal with an emotional situation. You might respond in kind with an emotional outburst of your own, and in an instant, the entire business deal has gone sour.

Likewise, let's say that you're dealing with someone who you judge to have a higher emotional intelligence than yourself. In this case, you must be prepared that they will use the same tactics on you that you normally use on others. It might be the case that you're both perfectly honest people, and in this case, you could very well see this quality in one another and reach a high level of rapport very quickly that allows for honest communication and a quick and mutually beneficial resolution to the negotiations.

However, not all people are like this. There are those who will try to use their emotional intelligence as a tactical weapon. Indeed, it can be hard to avoid this, because it's so effective. If you're on the receiving end of such an attack, you might find that the person you're negotiating with oscillates between emotional reactions and totally logical, detached and calm ones. They might say something intentionally to lure you into an emotional trap, only to immediately recede to a state of calmness themselves and leave you looking like a fool.

When you're dealing with such an opponent, there is little you can do but try your best to remain in absolute, conscious control of your emotions at all

times. Try to establish rapport, and use the situation as a learning experience: if you're fighting a master black belt, you might as well learn something from the encounter other than what it's like to feel pain.

Building Productive Relationships

Improving Your Working Relationships with EQ

As we've mentioned before, one of the main benefits of having a high emotional intelligence is that you can gain a higher, more complete perspective of your relationships. When you're considering your professional relationships, this can be of immense importance, as it will enable you to establish rapport much more effectively.

Consider the following techniques and tactics for improving your working relationships by using the skills imparted by your emotional intelligence:

Pay attention to the feelings of others. The more aware of them you are, the more you'll learn about them. The more you learn about them, the more you'll intuitively know about how to conduct business with them in a way that they'll respond to positively.

Tailor your conversational techniques to match the people you're talking with. Use vocabulary that matches theirs, and adjust the tone of your voice to match their own as well as you can. This doesn't mean that you have to learn to do impersonations or anything, but think about it: if you're dealing with a very quiet and soft-spoken person, you're only going to intimidate them if you use aggressive language and yell at the top of your lungs. If you're dealing with an ambitious and boisterous person, however, they might think of you as too weak if you hold back and speak in a whisper.

Tell appropriate jokes and anecdotes. Don't go out of your way to be a funny person if it doesn't come naturally to you, but rather just pay attention to the personalities of those you're dealing with, and learn which kinds of jokes and anecdotes would be right for each type of person. There's nothing that can seal a deal faster or establish rapport better than a well told joke. Conversely, there's nothing that can kill a positive atmosphere faster than a joke that goes over like a lead balloon, or worse, offends the sensibilities of the person you told it to. Practice this skill with friends and established colleagues, so you can develop a level of discretion that you can learn to trust.

Try and emulate the body language of others as much as you can. Since you should already be paying attention to body language, this shouldn't be such a huge leap. All that's required of you is to make subtle adjustments to the way you carry yourself. If the person you're dealing with seems to be timid and has the posture to give it away, don't tower over them or do things that

will make them intimidated. Instead, have as non-threatened and relaxed body language as you possibly can, in order to help put them at ease.

Using your knowledge of emotional intelligence to become more aware of the subtle nuances of your work relationships, and making the necessary changes to improve them, is one way that you can use your high EQ to enrich your life in fundamental, effective ways.

How to Build and Maintain Empathetic Relationships

As we mentioned earlier, empathy is one of the most important aspects of a close and trusting relationship. Empathy is the ability to “walk in another person’s shoes” so to speak, to temporarily disregard one’s own paradigm and perspective and take the opportunity to really see what it’s like to live as another.

The more empathetic you are, the more people will tend to trust you, because they’ll feel that you really sincerely care about their situation and their plight. They’ll want to do business with you because they’ll believe that you have their best interests at heart, and not just your own.

Practicing empathy, however, isn’t just about closing the deal. It’s about legitimately strengthening your relationships while simultaneously learning more about the people with whom you deal on a daily basis. It is one of the most useful skills in life, whether you’re a manager or a member of the clergy.

The following are some tips for working to increase empathy:

Ask questions about the person with whom you’re dealing. If they’re feeling down, for instance, you can do more than offer a simple “cheer up”. While that might be of some benefit in that it will let them know that someone cares, what will be more effective is if they feel that someone is genuinely interested in their plight. Asking questions about what’s wrong with them will convey that you have exactly this kind of interest, and that you want to understand where they’re coming from.

Respond in kind with questions of your own. When a person tells you about their situation, repeat what you’ve heard back in the form of a subtle question, such as “so that’s when you decided that you had to get out of the relationship, huh?” or “so the deal wasn’t looking good at that point, then?”

This serves two purposes. On the one hand, it subtly conveys to the other person that you’re actually listening to what they have to say. It reveals that you’re listening and actively engaged in the conversation, and that you have a legitimate interest in learning more about them.

On the other hand, however, it also allows you to check your understanding of what you're being told against theirs. It might be the case that you've interpreted something incorrectly, or that your insights are slightly off. By asking back questions of this sort, you can avoid that, and give the person a chance to naturally correct your false assumptions.

Try and establish grounds on which you can relate to the person which whom you're dealing. For instance, you can tell a story from your own life that illustrates that you've felt emotions similar to their own in the past and that you know what they're going through. This can be a very effective tactic, as for many people, simply feeling that they have someone who can share their emotions is enough to found a trusting, positive relationship.

Be warned, however, that some people, especially those fresh off some large trauma or shocking news, might not take to this tactic all that well. They might feel as if you're trying to diminish the importance of their hurt by talking about how you got over your own. You must always be sensitive to the potential of such a reaction, and help to assuage fears that you're being dismissive.

Improving the Bottom Line with EQ

In the previous two sections, we talked an awful lot about how one's emotional intelligence can improve one's business relationships and lead to more open and trusting communication by way of increasing and fostering empathy. However, what many might not be aware of is the positive effects this can have upon the so called "bottom line".

That's right, emotional intelligence isn't just about increasing the strength of your relationships with others. It's also about increasing your effectiveness as a business person, and maximizing your ability to negotiate profitable deals with individuals who will leave the negotiation table happy to have done business with you.

Indeed, it's hard to avoid this outcome. If you increase your ability to form quality relationships with people, and foster the ability to quickly establish rapport with others, then you can't help but to become a better businessperson.

Consider that the "people" aspect of business is one half of business dealings and that the "strategic / numbers" aspect is the other half. Increasing your emotional intelligence will help you to improve yourself in both arenas! You'll be able to communicate more effectively with others; convey your intentions more accurately, and in general, know how to react in sensitive situations that could spell the difference between closing the deal and losing it forever. At the same time, you're learning to think strategically, and this is a habit that is hard to break. You'll come to be able to recognize the importance of

small details that you might have once overlooked, and as such you'll be able to draft more effective plans that cover all aspects of a problem.

If you're a manager, the importance of EQ cannot be understated. As a manager, you have to form relationships with people from all levels of the organization. You have to manage the workers who are under you with trusting, cooperative relationships, or else you might quickly find that they come to resent you. You have to speak to those individuals who manage other departments, and coordinate resources and inter-departmental projects. You have to speak with your superiors and assert yourself as a valuable team member who is doing good. Emotional intelligence will leave you better prepared to do all of these things.

If you're a worker, a high emotional intelligence will help you to communicate more effectively with other workers to form cooperative relationships that help you do your work better, faster, and easier. You can also communicate your intentions and the quality of your character to management more effectively, to be sure that your contributions aren't overlooked.

Even if you're a top level CEO, you can benefit from learning more about emotional intelligence and increasing your own. Your ability to foster trusting relationships with your staff is a critical one that can spell the difference between a trusting and respectful staff that trusts you will do the best thing for the organization, and a staff that constantly second-guesses and resents you. You will have to negotiate deals with other organizations, deals that will have huge effects on your own organization and all those people who work under you. Your ability to use emotional intelligence to create a favourable working environment affects the life of many people who look to you for guidance.

In the end, as long as one is committed to the cause of increasing one's emotional intelligence as a way to improve their relationships, one cannot help but see one's business acumen grow right alongside it.

Confidence and Motivation

EQ for Yourself

There's a lot more to emotional intelligence, however, than how it affects your relationships with others and the financial outcome of your organization. Perhaps most important of all, actually, are the benefits that emotional intelligence can grant to you and you alone.

Various are the ways in which emotional intelligence can improve upon a person in an individual sense. Indeed, this is perhaps the fundamental essence of emotional intelligence. Through improving the self, one learns

ways to improve one's relationships with others; through improving one's self, one becomes the kind of person who is better prepared to advance in business and make good financial decisions.

The following sections will cover some of the different ways that emotional intelligence can help you improve the quality of your life, in deeply personal ways.

Your EQ and Self-Esteem

The benefits of self-esteem are plentiful. Having a high level of self-esteem affects virtually all of the other virtues, because it gives one the confidence necessary to assertively manifest and develop those virtues. Furthermore, the positive outlook it tends to give one creates the sort of mindset wherein one *wants* to further develop one's virtues and positive qualities.

The relationship between emotional intelligence and self-esteem is fairly direct as well. Where emotional intelligence goes, self-esteem tends to follow. There are many reasons why this can be said to be so.

Firstly, emotional intelligence is a skill, and it's something that one can be proud of. The skills are ones that it requires work and intelligence in order to cultivate, so much like learning a foreign language, or a new skill like carpentry, it's something that one can take pride in. In a very tangible way, one will have improved one's self in a sense that cannot be denied.

Secondly, one's emotional intelligence can give one some sorely needed confidence where the former uncertainty of one's own emotions are concerned. For most people, the emotions are a mystery. People feel things without understanding why they feel them; they become concerned that their feelings are "incorrect" or somehow evil; they might have sensations of guilt over things that they just simply don't understand.

However, as someone who has a highly developed sense of emotional intelligence, you will be in tune with your own emotions to the extent that the reasons and justifications for nothing will elude you. You'll be able to confidently identify the sources of all your emotions, and know that you are in full control of them at all times. The confidence resulting from knowing yourself is one that cannot be underestimated, and will lead to dramatic improvements in the quality of one's life.

Your EQ and Energy Levels

As the old adage goes, "work smarter, not harder". Having a developed emotional intelligence allows you to do exactly that.

When one is in full control of one's emotions, one is able to channel their current emotional state into a form that is appropriate and useful for

productive work. As we mentioned earlier, say that you're angry. You might well use this time to engage in work that requires a lot of aggressive energy, but little in the way of careful attention to detail. Or else, say that you're feeling overly moody and introspective. In that case, you could benefit from the progressive idleness of work that is highly detail-oriented but requires not a lot of energy.

In other words, mastering one's emotional states allows one to remain productive at all times, no matter what's happening. If you can manage this, you can avoid the necessity of having to take time out when you "can't" work, and having to exert extra energy later on to make up for it.

You can get all your work done faster and more efficiently, meaning that you'll have more free time. During the time that you are working, you won't have to work as hard because you'll be working with your emotional states rather than against them. The end result of all of this is that you'll see immediate increases in your energy level.

Because you're expending less energy on your work, and become a more efficient taskmaster, you'll be able to use this energy in your personal life or on other work assignments that might have suffered due to your depleted energy and exhaustion.

There's also the matter that the confidence and higher self-esteem we mentioned above will naturally impart unto you a higher level of energy because you'll constantly be in higher spirits, with a more optimistic outlook and projection for the results of your work.

Moreover, the ability to consciously recognize and avoid the emotional maelstrom that usually results from things like getting unnecessarily angry will save you not only a lot of stress but a lot of unnecessary energy expenditure as well. Because you can use your emotional energy only when it matters; you'll have plenty left over for other things.

Your EQ and Perseverance

Emotional intelligence can allow one to develop those aspects of personality that we typically call the "leadership" skills. Generally speaking, one gives up and quits projects, one fails as the result of emotional decisions rather than rational, well thought out ones.

It's only natural that one have some kind of immediate emotional reaction to an unpleasant situation like a sudden and unexpected obstacle popping up to interfere with one's progress on a certain project. However, the difference between someone with a low emotional intelligence and someone with a high one will matter here more than ever.

While the person with the low emotional intelligence will run with the feelings that naturally crop up and make them the boss of the situation, the person with the high emotional intelligence will consciously recognize his or her emotional state, and learn how to properly utilize it to effectively get the job done. In other words, perseverance, and the ability to keep on going in the face of obstacles and hardships is the hallmark of a person with high emotional intelligence.

Your EQ and Achieving Goals

Ambition is also directly tied to emotional intelligence. Whereas an individual with low emotional intelligence might very well look at his or her goals and become intimidated, thinking of them as overwhelming and impractical, the individual with a high emotional intelligence will be much better off.

High emotional intelligence will enable one to look at his or her goals, recognize the emotions that they feel, but then push them aside until a rational assessment can be made. While a person with low emotional intelligence might say that a goal is impossible to meet, or too much effort, and might be afraid of trying and failing, the person with the proper grasp on his or her emotions will simply look at the situation, rationally determine the steps that must be taken in order to achieve their goals, and then develop a plan to carry them out.

This ability will extend far beyond personal goals as well. In a sense, a goal is nothing more than a projection of overcoming certain problems that lie in one's path. Projects that one is given at work, or the goals of an organization are really no different. The individual who uses emotional intelligence to meet his or her own goals will gain valuable and powerful problem solving skills at the same time. The result is that he or she will be better able to respond to other problems like those projects at work. He or she will demonstrate a powerful capacity for meeting the demands of management quickly and effectively, and the rewards of recognition and advancement are certain to follow.

Conclusion

In this paper, we've looked at the many ways that emotional intelligence can help you in your life, both personally and professionally.

In one instance, emotional intelligence will help you to gain a better understanding of your own thought processes. You'll be able to confidently act, knowing that your emotions are sound and valuable sources for making rational decisions rather than simply something that must be pushed out of the way and totally avoided.

You'll also develop the ability to increase the strength of your relationships with others. Whether it's in the office or not, the ability to perceive and understand the emotions of others is a major advantage when it comes to fostering trusting and deep relationships. These relationships can either improve the quality of your life directly, as an end in themselves, or they can enable you to become a more productive worker. The value of being able to establish rapport quickly in a business meeting also goes hand in hand with emotional intelligence.

In the end, increasing your emotional intelligence will improve all areas of your life. You'll become a more enlightened person, your relationships will improve, and your organization will benefit from the results of your study and practice.

There are literally no drawbacks and no limits to where having a high emotional intelligence can take you. This is quite possibly the most important skill to have for anyone working in the 21st century.