

THE EMOTIONAL INTELLIGENCE POCKETBOOK

By Margaret Chapman

Drawings by Phil Hailstone

"Margaret Chapman has packed a great deal of wisdom into this small package. Unusually, she tells us not only what Emotional Intelligence is but also how it can be practically developed. Read this book, put some of its ideas into practice, and that could change your life."

Michael Chaskalson, CEO, Mindfulness Works Ltd.

"Insightful – outlines how to develop the skills that will ensure you can influence outcomes and get more of what you want, while bringing others with you."

Gladeana McMahon, Chair, Association for Coaching UK.

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ACKNOWLEDGEMENTS

I wrote the first version of this book in 2001. Then, a key influence was the work of Dr. Hendrie Weisinger, who inspired the five-step model. Today, in 2011, I wish to acknowledge his contribution and also the ongoing support of my partner, Robin Clarke, whose seminal work into the relationship between 'EQ' and stress in frontline police officers is even more relevant today than it was in 2000. A decade on and the environment is tough, stress levels are increasing and the World Health Organisation cites depression as a major health problem in the western world; an increasing economic burden. Developing our self and interpersonal awareness, our emotional and social intelligence was critical in 2001; now it is essential. I want to thank all those with whom I have worked and teachers who have inspired me, in particular those who have enabled me to think differently about 'EQ' and to do this mindfully. My journey continues because of them.

FIVE STEPS TO EMOTIONAL INTELLIGENCE

STEP 2: EMOTION MANAGEMENT



Managing your emotions effectively involves becoming mindful of those behaviours that really don't get you anywhere. You might feel great at winning a shouting match with a difficult colleague or customer, but this is a short-term gain and transitory. You may have lost a potential major client and done nothing to build effective relationships. In addition, raising your adrenalin levels, that is evoking the fight or flight response, will do nothing for your physical and psychological well-being!

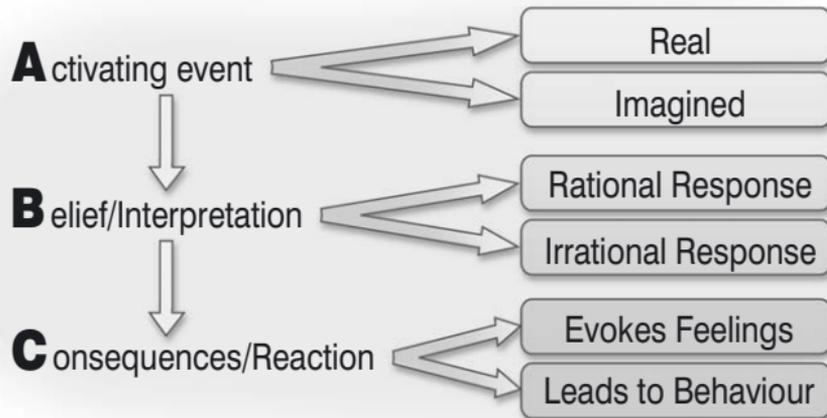
By understanding the link between your interpretation of an event and your responses to it, you can choose an alternative way to feel. Being mindful is a key EI capability. Using the feeling diary will help you to identify the interaction between your thoughts, feelings and actions.



FIVE STEPS TO EMOTIONAL INTELLIGENCE

STEP 2: EMOTION MANAGEMENT

THE DYNAMICS OF EMOTION



THE FIVE STEPS TO EMOTIONAL INTELLIGENCE

STEP 2: EMOTION MANAGEMENT



As the Greek philosopher Epictetus said, *People are disturbed not only by things, but by the views they take of them.* What this means is that you can become **mindful** and then **choose** how you see and react in a situation. For example, look at the picture on the next page: do you see an older lady or a young lady? Ask a colleague to look at the picture: do they see what you see?

Remember, our beliefs, values, drivers and the rules we live by create our map of reality. If we can begin to recognise the way in which we delete, distort and discount important information, and make decisions on the basis of little real evidence (simply our own perceptions) we can begin to see how much of our emotional life is influenced by our map of the world. Change the map and you change how you see, hear, feel and behave in the world.

You can change your interpretation of what you see and you can change your responses to it. No one can make us **feel** anything.

THE FIVE STEPS TO EMOTIONAL INTELLIGENCE

STEP 2: EMOTION MANAGEMENT



*Leeper's
ambiguous lady*

THE FIVE STEPS TO EMOTIONAL INTELLIGENCE



STEP 2: EMOTION MANAGEMENT

WORRY BUSTER TECHNIQUE

When you find yourself becoming anxious or angry, or become worried about undertaking some task (eg: a presentation) adopt the *worry buster* technique. Ask yourself the following questions:

- Where is the evidence for the way I am thinking?
- What is the logic in my interpretation?
- What do I have to lose if I do/say this?
- What do I have to gain if I do/say this?
- What would be the worst that could happen if I do/don't say or do this?
- What can I learn from saying/doing this?



THE FIVE STEPS TO EMOTIONAL INTELLIGENCE



STEP 2: EMOTION MANAGEMENT

APPLYING THE WORRY BUSTER TECHNIQUE

1. Specify the situation/problem or worry (in specific terms – only facts)
2. Ask yourself: *what is the worst that can happen?*
3. Ask yourself: *will it kill me?*
4. Write a statement resolving to accept the worst should it occur
5. Consider what specific steps you will take to begin immediately to improve upon the worst possible outcome

Learn to live with worries:

- Live one day at a time
- Get the facts
- Practise the worry buster technique
- Adopt the six-second rule

The six-second rule is so called because six seconds is the time it takes to capture the *flight or fight* response (ie: avoid the emotional hijacking). When someone has said or done something that triggers your hot button, take a deep breath and count six seconds before you respond. Just try it – what is the worst that can happen?

THE FIVE STEPS TO EMOTIONAL INTELLIGENCE



STEP 2: EMOTION MANAGEMENT

THE 5-STEP FREEZE-FRAME TECHNIQUE

Another strategy for developing our capacity to manage our emotions is the 'freeze-frame' technique based on the HeartMath system, what Doc Childre describes as 'one-minute stress management':

1. Recognise stressful feelings and freeze-frame them.
Take time out!
2. Make a concerted effort to shift your focus away from the racing mind or disturbing emotion(s).
3. Be calm and recall a positive, fun feeling that you have had and re-experience it.
4. Ask your heart, *What's a more effective response to this stressful situation?*
5. Listen and do what your heart says.

Source: EQ vs. IQ by Cynthia Kemper, *Communications World*, 1999

See also *Freeze Frame*, Doc Childre (www.planetarypub.com)



About the Author

Margaret Chapman, BSc (Hons), AdvDipEdn, MSc, MEd, C.Psychol, AFBPsS, Registered Practitioner Psychologist (Occupational), Health Professions Council, Accredited Mediator

Margaret was one of the first occupational psychologists in the U.K. to research, develop and write about coaching psychology and emotional intelligence. She has presented her work nationally and internationally and has continuously asked the question 'How do you develop EQ?' Her own EQ journey has seen her fuse together training in NLP, Gestalt, Motivational Interviewing, Cognitive-Behavioural Therapy, Coaching for Happiness, Solution-Focused and existential approaches to develop an approach which she describes as *Integrative-Behavioural Coaching*. Since 2008 she has been developing her mindfulness practice and in 2011 talked publicly for the first time about mindfulness, mindful leadership and its relationship with developing emotional intelligence.

Ever passionate in sharing her experiences in the service of 'developing the developers' Margaret is currently writing a series of articles on this topic and plans to offer workshops and CPD for coaches looking to design their own mindfulness mosaic. Margaret is happy to provide copies of articles and or references/advice on research into EQ and potential access to the long version of the Boston EI-Q for research purposes. She can be reached at mc@eicoaching.co.uk

