

LEADING WITH SOCIAL AND EMOTIONAL INTELLIGENCE

SYLLABUS

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LEADING WITH EMOTIONAL AND SOCIAL INTELLIGENCE

Overview

Leading with Emotional and Social Intelligence gets right to the heart of Emotional Intelligence (EI) at the workplace, examines and explains its importance and provides practical tools for helping yourself, and others in the four key ingredients of EI:

1. Noticing and understanding emotions in oneself (this means that you can connect with your emotions and extract valuable information from them).
2. Noticing and understanding emotions in other people (this means that you can read emotions of other people and make pretty accurate assumptions on what kind of emotions are experienced by the other person).
3. Regulating own emotions (this means the ability to regulate own emotions effectively).
4. Using emotions to facilitate performance and manage relationships (this means that you can use emotions in constructive ways, for example you can use positive emotions to motivate yourself, promote goal achievement or build relationships in alliance with personal values or view points).

There are a lot of theories on EI and to complicate the matter even more, there are a lot of differences between what people think EI is. This module will capture the essence of EI.

If you want to improve your own Emotional Intelligence and that of your team, take a fully comprehensive journey with us into the world of Emotional Intelligence and you will find a framework along with activities, exercises and worksheets that improves your own levels of Emotional Intelligence and those of your clients, co-workers or team members. In this module there is a collection of science-based emotional intelligence exercises.

If you decide to use these exercises with yourself or with other people in your business environment there are few things you may want to take under consideration. Firstly, the most important part is to tackle the self-awareness area because everything starts when you connect

with own emotions. You can easily skip to other EI skills like emotion regulation, but without tackling the first part of offered exercises will not be very useful.

Second, make sure to adjust the exercises to your needs and the needs of your clients, co-workers or team members because not all people share the same preferences. Thirdly, you can use these tools and exercises outside the workplace to deepen your connection with own emotions (or with emotions of people you work with), because we believe that much of the EI work is done on your own.

You can also use Emotional Intelligence in a crisis to balance mental and emotional resilience that positively impacts employee performance.

Emotions are the invisible hero of both successes and failures at the workplace. It is up to you how emotions will influence your creativity, ability to achieve goals and quality of your work. Emotional Intelligence is a master skill that can be learned.

Learners

This module is designed for:

- Leaders, Managers, Supervisors - anyone wishing to get an accurate measure of their capacity in emotional reasoning, understanding and management
- Senior executives who are operating at or near the top of their organizations. This includes CEOs, managing directors or executive vice-presidents in large and medium-sized corporations; senior partners in professional firms; senior executives in not-for-profit or public organizations; entrepreneurs; owners of large family businesses; and board members of any such organizations who want to improve their ability to leverage self-awareness and social awareness by emotional intelligence
- Anyone who wants to deliver high-quality EI training and coaching in order to help others understand and use their emotions in life-enriching ways

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Daria Lewandowska, the founder and CEO of selfmakers headquartered in Wrocław Poland. Daria is a Master Trainer, ICF Coach and Senior Learning & Development Consultant working for private and public sector (both business and academic) to help in improving emotional intelligence and well-being in business. This module is a joined project with Katarzyna Ujek, the founder and CEO of mental gym. The two Sociologists work as Emotional Intelligence and Mental Toughness Experts in the field of Positive Psychology.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand and apply the principles of Emotional Intelligence at the workplace.
2. Recognize the impact of workplace emotions and how leaders can benefit from Emotional Intelligence.
3. Know the mechanism of building new neural structures and networks.
4. Learn how to assess and increase levels of own Emotional Intelligence.
5. Understand how to manage own emotions at work more effectively.
6. Learn how to make better decisions at the workplace by navigating thoughts and emotions intentionally.
7. Fundamentally understand the link between your thoughts, feelings, emotions and behaviors.
8. Stop getting sucked into other people's negative emotions.
9. Stop your emotions from escalating by knowing what triggers you.
10. Discover how to take control of own relationships at work and how to create beneficial partnerships.

- 11. Discover ways of working with Emotional Intelligence that lead to outstanding performance with the people that you are responsible for.
- 12. Explain non-verbal and verbal communication at the workplace.
- 13. Develop true empathy, which will increase your influence and the ability to be more supportive.
- 14. Communicate your needs and emotions and listen effectively and improve the quality of your relationships.
- 15. Handle others’ emotional states.
- 16. Use science-based positive psychology exercises and techniques at the workplace.

Curriculum

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: Introduction to Leading with Emotional and Social Intelligence	<ul style="list-style-type: none"> • Introduction Video (a combination of interview and FAQs) • Module overview
Section 2: Emotions at the workplace	<ul style="list-style-type: none"> • Why it is important to understand and develop your EI at the workplace <ul style="list-style-type: none"> ○ How leaders can benefit from EI (benefits and advantages of using EI at work) ○ Data about why IQ is not enough, recent studies about managing your emotions in today’s changing workplace (emotionomics/ NASA case - video on the importance of emotions in extreme work conditions) ○ Costs of emotional illiteracy at the workplace ○ Myths about emotions at work ○ Disadvantages and limitations to using EI in the workplace ○ The most frequent emotions at work (emotional climate at work) ○ EI as a master skill

	<ul style="list-style-type: none"> • Ideal team members and leaders – who do we want to work with and why (Google, Oxygen Project case study) <ul style="list-style-type: none"> ○ What Happens When There is a Lack of EQ in the Workplace? ○ Animation – examples of high and low EI at work, short story about 2 leaders, one is emotionally immature and the other is emotionally mature (a list of emotional pitfalls, EI 2.0 examples, what happens when you are and when you aren't emotionally intelligent) • Best practices for implementing emotional intelligence training and overall culture • Tips for Teaching and Applying EQ in the Workplace • Self-reflecting on emotional intelligence exercise
<p>Section 3: Discovering EI</p>	<ul style="list-style-type: none"> • What is EI? Definition of EI • History of EI and the science behind it • EI- fundamental frameworks and definitions • What are emotions for? (Inside Out video) <ul style="list-style-type: none"> ○ types of emotions ○ where do they come from ○ mechanism behind emotions ○ 4 areas of EI ○ emotions vs feelings vs thoughts ○ molecules of emotions: how the chemicals inside our bodies form a dynamic information network, linking mind and body • Emotional maturity vs immaturity in business <ul style="list-style-type: none"> ○ Emotional debt ○ EI- 3 types of emotional people: engulfed, accepting, self-aware ○ Measuring EI at the workplace - personal EI assessment
<p>Section 4: Awareness of Emotions in Oneself</p>	<ul style="list-style-type: none"> • Definition of self-awareness and ways of developing self-awareness

	<ul style="list-style-type: none"> ○ Self-awareness wheel ● Why managing emotions is so hard <ul style="list-style-type: none"> ○ Taking responsibility for own emotions (owning your emotions) and behaviors, accepting the consequences of own decisions and actions, accepting own emotions, being compliant with the obligations ○ High-ego people – personal barriers to leadership excellence ○ Emotional agility versus emotional rigidity ● Observing self and recognizing own emotions, creating own vocabulary of emotions, knowing the link between thoughts, emotions, and behaviors <ul style="list-style-type: none"> ○ Plutchik’s Wheel of Emotions ○ Pleasant and unpleasant emotions: affective balance theory and emotional balance ○ Recognizing and naming own emotions ○ Understanding own emotions ○ Self-empathy ○ Accurate self-assessment: 24 hours auto-monitoring exercise ○ 5 types of your relationship with emotions (helpful and harmful) ● The hidden message behind emotions (what the FUNC): sadness, joy, fear, anger, disgust, shame, jealousy, for example: <ul style="list-style-type: none"> ○ Fear: instructions for use, two faces of fear, my list of fears, pleasant fears, ways for real threats, taming fears, fear and shame ○ Sadness: instructions for use, accepting own sadness, tears, farewell ritual, what is needed when feeling sad, wise comforting ○ Embodied emotions ● Inner-motivation based on needs ● Facial and bodily expressions, verbal and non-verbal language ● Self-acceptance: feeling proud of oneself, seeing oneself in a positive light, recognizing own weak and strong points, ability to laugh at oneself
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	<ul style="list-style-type: none"> • Coloring in for emotional clarity exercise • Extracting needs from emotions exercise • The emotion meter exercise • The feeling dictionary exercise • The feeling wheel exercise • Using music to express feelings (5 rhythms) exercise
Section 5: Emotional Self-Regulation	<ul style="list-style-type: none"> • Definition of emotional self-regulation and self-control <ul style="list-style-type: none"> ○ Self-control activity – 3D Technique • Fast mind vs slow mind <ul style="list-style-type: none"> ○ inquired mind ○ chimp paradox ○ monkey mind vs rational mind ○ mind games (cognitive biases-biases in attribution) • Create appropriate emotional patterns • Mental Gateways • Cognitive reframing – auto-coaching <ul style="list-style-type: none"> ○ Decreasing dependency by changing thoughts, beliefs, and behaviors ○ ABCDE model ○ SBNRR Technique (Inner switch) ○ Individual and group hooks at work • Factors that influence emotions (HALT method) • Exploring action tendencies exercise • Healing through writing exercise • Identifying emotional avoidance strategies exercise • Positive emotion brainstorm exercise • The consequences of experiential avoidance exercise • The neuroanatomy of an emotion exercise • When hot buttons are pushed exercise • Use mind chair work exercise (DBT-dialectical behavior therapy)
Section 6: Awareness of Emotions in Others	<ul style="list-style-type: none"> • Definition of Social Awareness and ways to build it • Recognizing and naming other people’s emotions • Influencing emotions of others

	<ul style="list-style-type: none"> • Social empathy and compassion: understanding feelings and concerns of other people and looking at the world from their perspective, respecting the differences in feelings <ul style="list-style-type: none"> ○ Empathy versus sympathy ○ Vulnerability at the workplace ○ 3 types of empathy: cognitive, emotional, and compassionate ○ The role mirror neurons play in empathy • Leveraging diversity at work <ul style="list-style-type: none"> ○ Understanding behavioral and communication preferences ○ Job demands-resources model • Basic emotional needs <ul style="list-style-type: none"> ○ Meeting and assessing basic needs ○ Satisfied and unsatisfied emotional needs ○ Work engagement as a result of met and unmet basic needs • Non-verbal communication <ul style="list-style-type: none"> ○ Reading facial expressions of emotions exercise
<p>Section 7: Using Emotions to Facilitate Performance and Manage Relationships</p>	<ul style="list-style-type: none"> • NVC: language of the heart <ul style="list-style-type: none"> ○ Communicating: effective dialogue about feelings, empathic listening and asking questions, distinguishing between what other person says and does and what do you think and how you react, speaking about own emotions in 1st person (“I” message) caused by other person’s behaviors ○ Communication barriers ○ Definition of pseudo-feelings ○ Language of facts versus language of emotions ○ Non-violent communication feedback model • The behavior spectrum: passive, aggressive, and assertive • Assertiveness: presenting own feelings and concerns without anger and resignation

	<ul style="list-style-type: none">• Setting boundaries appropriately: anger management• Dealing with avoidance, blame and criticism• Avoiding office drama (avoiding escalations and how to help others to decrease emotional arousal)• Positive psychology interventions• Invest in your relationship: The emotional bank account• The four Horsemen of the Apocalypse (Gottman Institute)• The dynamics of relationships (the psychology of human relationships)• Awareness of the social effects of emotions<ul style="list-style-type: none">○ Ripple effects from emotions exercise
Section 8: Review and End of Module Exam	<ul style="list-style-type: none">• Conclusion Video• Farewell Message• Exam

Delivery

The module is delivered using Peregrine’s Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Section 1: Introduction to Leading with Emotional and Social Intelligence	1
Section 2: Emotions at the workplace	2
Section 3: Discovering EI	2
Section 4: Awareness of Emotions in Oneself	2
Section 5: Emotional Self-Regulation	2
Section 6: Awareness of Emotions in Others	2
Section 7: Using Emotions to Facilitate Performance and Manage Relationships	2
Section 8: Review and End of Module Exam	2
Total Hours	15