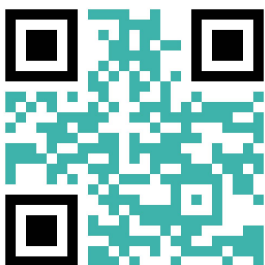


Leading with Heart: Unlocking the Power of Emotional Intelligence



Virginia Knudsen
Founder and CEO



How Are You Feeling?

Emotions and Feelings Words

Strong	Sad	Anger	Surprise	Tired
Ambitious	Disgusted	Resentful	Replenished	Burned Out
Determined	Upset	Outraged	Splendid	Dejected
Certain	Frustrated	Livid	Passionate	Drained
Secure	Dejected	Fed Up	Enchanted	Stale
Sure	Mournful	Critical	Inquisitive	Fatigued
Tenacious	Sorrowful	Disgusted	Impressed	Dull
Empowered	Dismayed	Mad	Stunned	Weary
Unique	Desperate	Raging	Mystified	Exhausted
Dynamic	Depressed	Irritated	Delighted	Indifferent
Confident	Weepy	Furious	Shocked	Listless
Hardy	Heavy	Agitated	Playful	Powerless
Bold	Hateful	Bitter	Astonished	Bored
Powerful	Crushed	Annoyed	Incredulous	Dull

FIVE COMPONENTS OF EMOTIONAL INTELLIGENCE



Self-awareness – the ability to recognize and understand your moods and emotions, and how they affect others



Self-regulation – the ability to control impulses and moods, and to think before acting



Internal (or intrinsic) motivation – being driven to pursue goals for personal reasons, rather than for some kind of reward (the opposite is external motivation)

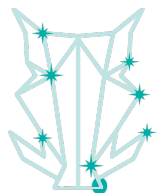


Empathy – the ability to recognize and understand others' motivations, which is essential for building and leading teams successfully



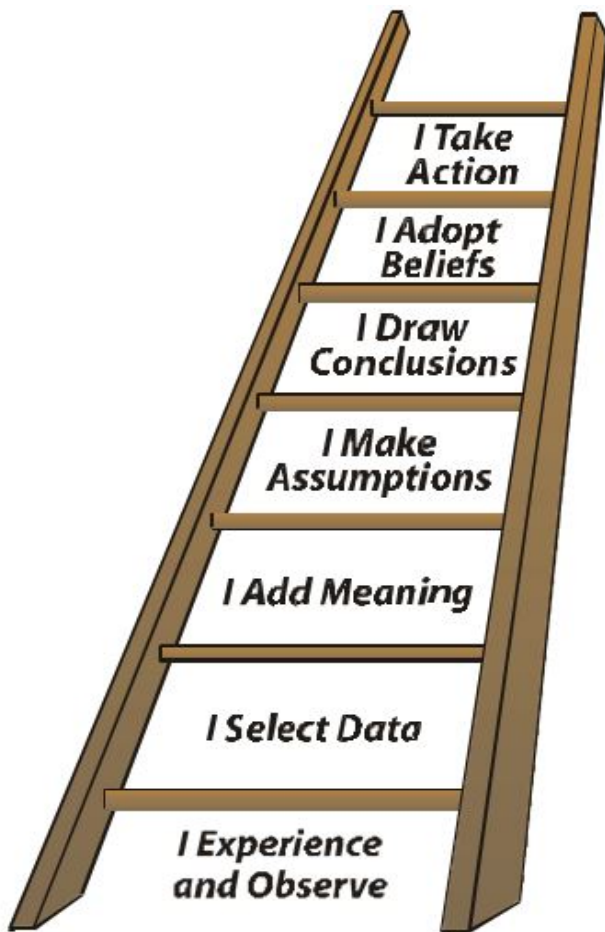
Social skills – the ability to manage relationships and build networks

BY: DANIEL GOLEMAN IMAGE BY: JACOB MORGAN THEFUTUREORGANIZATION.COM



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LADDER OF INFERENCE



I act based on my beliefs as if they were proven facts. And I adjust new data to fit my beliefs

I adopt beliefs, based on my conclusions, as if everyone has the same conclusions and beliefs.

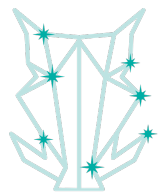
I draw conclusions, based on my assumptions, and based on what is best for me, and those I care for.

I make assumptions that my data and meaning are accurate, and represent reality.

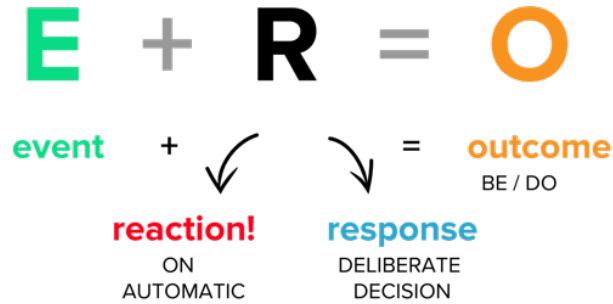
I add meaning, based on what I feel is reasonable, according to the data I selected.

I select data that I feel is relevant, and discard data that seems irrelevant.

I experience and observe data as a video camera captures data. I hear words, observe body language collect information.



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Choose to Respond

- **Open your mouth very slightly, just letting your lips part.** Your jaw will drop and you should feel the tension release that you didn't know was there. Feel the muscles release from the jaw up along the side of your face to the temples.
- **Build on that.** Your tongue should have relaxed and raised up. Touch the tip of your tongue to the roof of your mouth. Puff out your cheeks just a little, letting that relaxation spread with the breath down the back of your head and across the top of your chest.
- **Take one more breath,** focusing on releasing your shoulders and feeling that relaxation roll down your upper arms to your wrists.
- **Imagine warmth and relaxation rolling down your shoulders** and into your hands.



EMOTIONAL INTELLIGENCE SELF-ASSESSMENT TOOL –

1	Rate each question below on a scale of 1-5.
never	___ 1. I am aware of the physical reactions (twinges, aches, sudden changes) that signal a “gut reaction.”
2	___ 2. I readily admit mistakes and apologize.
rarely	___ 3. When I feel angry I can still stay composed.
3	___ 4. I generally have an accurate idea of how another person perceives me during a particular interaction.
sometimes	___ 5. In assessing a situation, I look at my biases and adjust my assessment accordingly.
4	___ 6. I can keep going on a project, despite obstacles.
usually	___ 7. I can engage in an interaction with another and pretty well size-up that person’s mood based on non-verbal signals.
5	___ 8. Others feel encouraged after talking to me.
always	___ 9. I consider my “emotional temperature” before I make important decisions.
	___ 10. When I feel a strong impulse to do something, I usually pause to reflect and decide whether I really want to act on it.
	___ 11. I can deal calmly, sensitively, and proactively with the emotional displays of others.
	___ 12. I can identify the emotion I am feeling at any given moment.
	___ 13. I am able to honestly say how I feel without getting others upset.
	___ 14. I can show empathy and match my feelings with those of another person in an interaction.
	___ 15. I think about the emotions behind my actions.
	___ 16. I am respected and liked by others, even when they don’t agree with me.
	___ 17. I watch how others react to me to understand which of my own behaviors are effective and which are not.
	___ 18. I am good at managing my moods, and I refrain from bringing negative emotions to work.
	___ 19. It’s easy to understand why other people feel the way they do.
	___ 20. I can effectively persuade others to adopt my point of view without coercing them.

Scoring the Tool

Enter your ratings for each numbered question in the category where it appears. Add the ratings for each category to obtain a total for that specific facet of Emotional Intelligence.

Self-Awareness	Self-Management
1. _____	3. _____
5. _____	6. _____
9. _____	10. _____
12. _____	13. _____
15. _____	18. _____
Total _____	Total _____
Social Awareness	Relationship Management
4. _____	2. _____
7. _____	8. _____
14. _____	11. _____
17. _____	16. _____
19. _____	20. _____
Total _____	Total _____

Interpreting Your Score

Your score on these four components of Emotional Intelligence can range from a low of 5 to a high of 25. Any component where your score is below 18 is an area in which you could improve.

Emotional Intelligence is learnable and developmental. Use feedback from others, mentoring within your organization or friendship circles, and books and seminars to develop in those areas.

(Adapted from Emily A. Sterrett, Ph. D., in The Manager's Pocket Guide to Emotional Intelligence, 2000, HRD Press: Amherst, MA and from The Handbook of Emotionally Intelligent Leadership by Daniel E. Feldman, 1999, Leadership Performance Solutions)

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Go beyond just focusing on the critical attitudes, beliefs and values that drive people to perform. The BOAR approach to training, development and coaching helps employees to set meaningful goals while fostering self-confidence and fulfillment in their work and achievements. Employees will get to know themselves better than they ever thought possible. BOAR Solutions provides a multitude of business solutions to fit every company's strategy, training and coaching needs:

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BOAR is certified by Fierce, Inc. to train members of the BOAR Communities and their employees in Fierce Conversations. This certification allows BOAR to teach your team how to use Fierce Conversations to transform their communication and achieve success one conversation at a time. Our enhanced training provides concrete tools and processes for improving workplace relationships and engagement, leading to productive, respectful, and results-driven communication and leadership.

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Since the #MeToo movement started, new anti-harassment laws have passed in several states making it a high priority for businesses that want to avoid the negative impact of unacceptable workplace behavior. We know that evaluating Sexual Harassment Training is at the forefront of many of your agendas and that is why here at BOAR, we are happy to partner with Tralliant.

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WILL NEVER BE ‘JUST
RIGHT’. START WHERE
YOU STAND, AND WORK
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