



The Association of  
Accountants and  
Financial Professionals  
in Business

# Emotional Intelligence

## Note-Taking Guide

*Presented by IMA Leadership Academy*



## TODAY'S AGENDA

1. Overview
2. Emotional Intelligence Basics
3. Strategies for Developing Emotional Intelligence
4. Emotional Intelligence and Leadership
5. Close



## LEARNING OBJECTIVES

After this session, you will be able to:

- Define emotional intelligence.
- List and describe the four domains of emotional intelligence.
- Develop strategies for strengthening emotional intelligence.
- Explain how emotional intelligence impacts leadership aptitude.

### REFLECTION

Who is your favorite boss?

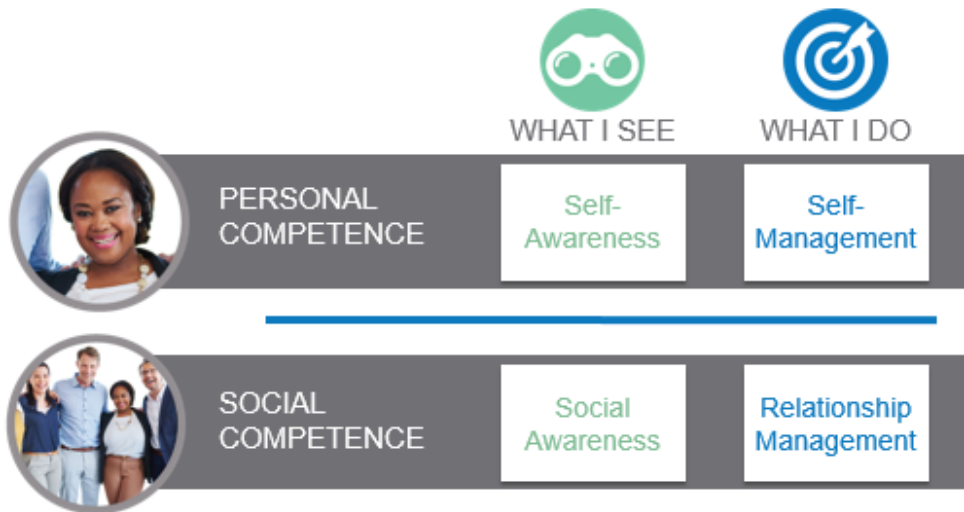
What about this person makes him/her your favorite?

## EMOTIONAL INTELLIGENCE DEFINED

The ability to identify and manage one's own emotions, as well as the emotions of others.

Source: See Bibliography [2]

## A MODEL OF EMOTIONAL INTELLIGENCE



Source: See Bibliography [6]

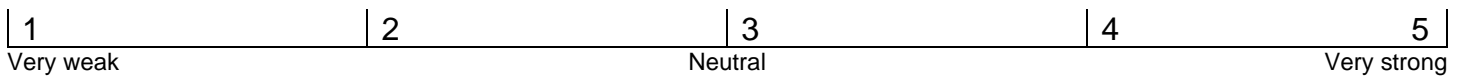


## REFLECTION

On the continuums below, rate yourself on each domain where 1 is very weak and 5 is very strong.

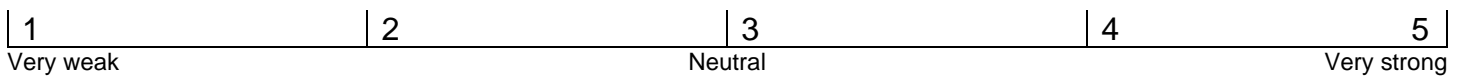
### SELF-AWARENESS

*How aware are you of your own emotions at the time you experience them?*



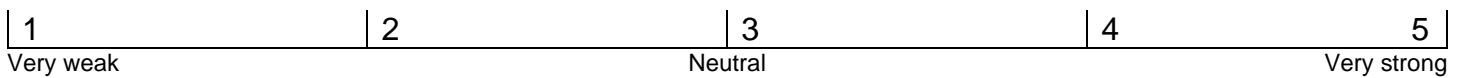
### SELF-MANAGEMENT

*How well do you manage your own emotions?*



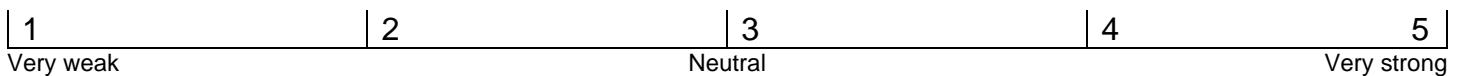
### SOCIAL AWARENESS

*How well do you empathize with what others are feeling?*



### RELATIONSHIP AWARENESS

*How well do you work with other people?*



## 12 COMPETENCIES

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

Source: See Bibliography [6]

### REFLECTION

On the continuums below, rate yourself on each competency where 1 is very weak and 5 is very strong.

#### EMOTIONAL SELF-AWARENESS

*How well do you understand your own emotions and their effects on your responses, actions, or performance?*

1	2	3	4	5
Very weak		Neutral		Very strong

#### EMOTIONAL SELF-CONTROL

*How well do you keep disruptive emotions and impulses in check and maintain control over your actions?*

1	2	3	4	5
Very weak		Neutral		Very strong



### **ADAPTABILITY**

*How well do you adjust your actions or behaviors based upon the situation?*

1	2	3	4	5
Very weak		Neutral		Very strong

### **ACHIEVEMENT ORIENTATION**

*How well do you set standards and performance goals? How strong is your work ethic and your drive to succeed?*

1	2	3	4	5
Very weak		Neutral		Very strong

### **POSITIVE OUTLOOK**

*How well do you look for the possibilities and opportunities as opposed to the problems or negatives?*

1	2	3	4	5
Very weak		Neutral		Very strong

### **EMPATHY**

*How well do you understand other people's feelings and perspectives?*

1	2	3	4	5
Very weak		Neutral		Very strong

### **ORGANIZATIONAL AWARENESS**

*How well do you know your organization's structure and culture?*

1	2	3	4	5
Very weak		Neutral		Very strong

### **INFLUENCE**

*How able are you to have an effect on others?*

1	2	3	4	5
Very weak		Neutral		Very strong



### COACH AND MENTOR

*How able are you to provide personal or professional guidance to others?*

1	2	3	4	5
Very weak		Neutral		Very strong

### CONFLICT MANAGEMENT

*How well do you resolve differences while keeping emotions and reactions positive?*

1	2	3	4	5
Very weak		Neutral		Very strong

### TEAMWORK

*How effectively do you work with others so that everyone has input and value and utilizes their skills and knowledge?*

1	2	3	4	5
Very weak		Neutral		Very strong

### INSPIRATIONAL LEADERSHIP

*How well do you energize and create a sense of direction and purpose for others?*

1	2	3	4	5
Very weak		Neutral		Very strong

How does your strongest competency help you at work?

How does your weakest competency get in the way at work?



## IMPROVE YOUR SELF-AWARENESS

- Practice noticing your emotions
- Consider how your negative emotions may have impacted others
- Think about ways to manage your emotions on the job
- Take an honest look at your own strengths and weaknesses



## IMPROVE YOUR SELF-MANAGEMENT

- Wait before responding or making a decision that is emotionally charged
- Stay out of office politics, drama, and conflict
- Develop beneficial solutions to uncertainty, frustrations, or disappointments
- Find ways to release and manage stress outside of work

*Source: See Bibliography [4]*

## SEVEN THINKING STRATEGIES

1. Replace **BLUE** thoughts with true thoughts
  - B**laming myself
  - L**ooking for the bad news
  - U**nhappy guessing
  - E**xaggerated negative thoughts
2. Change the channel
3. Argue the opposite
4. Express gratitude
5. Practice mindfulness
6. Ask what you'd say to a trusted friend
7. Embrace a little self-doubt



Source: See Bibliography [11]

## IMPROVE YOUR EMPATHY

- Try to view situations from the other person's point of view
- Validate another person's point of view
- Examine your own attitude and merits
- Practice active listening and reflecting back what the other person is saying
- Treat others as you want to be treated in all situations

*Source: See Bibliography [4]*

## EMPATHIZING WITH THOSE WHO ANNOY YOU

- Reflect on what is causing you to be annoyed
- Stay calm
- Be curious
- Focus on your similarities
- Be kind
- Talk with them about how you work together



*Source: See Bibliography [8]*

## IMPROVE YOUR MOTIVATION

- Focus attention on the aspects of your job that you love
- Practice optimism in general
- Set inspiring goals and reward yourself for milestones
- Focus on being positive, energized, and inspired

*Source: See Bibliography [4]*

## IMPROVE YOUR RELATIONSHIP MANAGEMENT

- Learn to listen carefully, ask good questions, and be clear and accurate
- Learn the art of persuasion
- Become the go-to person who finds solutions and resolves conflict
- Understand the person you're talking to and tailor your interaction to that individual

*Source: See Bibliography [4]*





## LEADER COMPARISON



### Leader without EQ

- Acts out in stressful situations
- Fails at collaboration
- Is incapable of addressing emotional situations



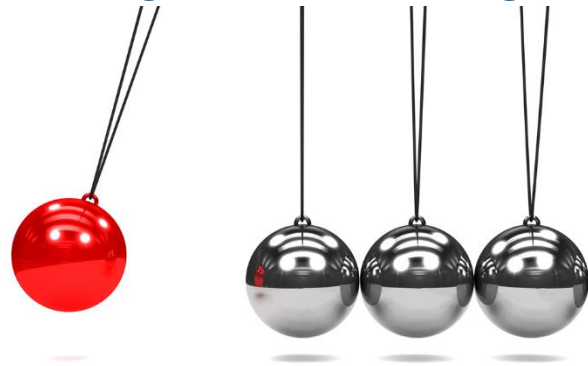
### Leader with EQ

- Fosters safe environments that are naturally collaborative
- Is aware of how others will react emotionally and adjust accordingly
- Doesn't take things personally

Source: See Bibliography [7]

## AREAS EMOTIONAL INTELLIGENCE IMPACTS

- Acute awareness
- Impact interpretation
- Mental health management
- Cultivated communication
- Helpful humor



Source: See Bibliography [13]

**What is the ONE thing you most want to remember?**



## ACTION PLAN

<p>What are my strengths in emotional intelligence?</p>	<p>What areas of emotional intelligence could I improve?</p>
<p>How will I and my company benefit from my being more emotionally intelligent?</p>	<p>What actions will I take to strengthen my emotional intelligence?</p>



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