



BEHAVIORAL EQ[®]

**Developing
Behavioral EQ[™]**

TRACOM[®] GROUP
THE SOCIAL INTELLIGENCE COMPANY[®]

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Behavioral EQ[™]**

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Course Objectives

Upon completion of this course, you will:

- Be aware of cognitive biases and how they affect your thinking and behavior
- Identify the impact of Behavioral EQ on job performance
- Interpret the results of your Behavioral EQ Profile Report
- Develop and practice strategies to improve your Behavioral EQ
- Create an action plan focused on developing your Behavioral EQ



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SELF

Emotional Intelligence

Emotion Awareness
Self-Insight
Self-Confidence

Self-Control

Stress Management

Conscientiousness

Optimism

Behavioral Intelligence

Building Relationships

Influencing Others

Motivating Others

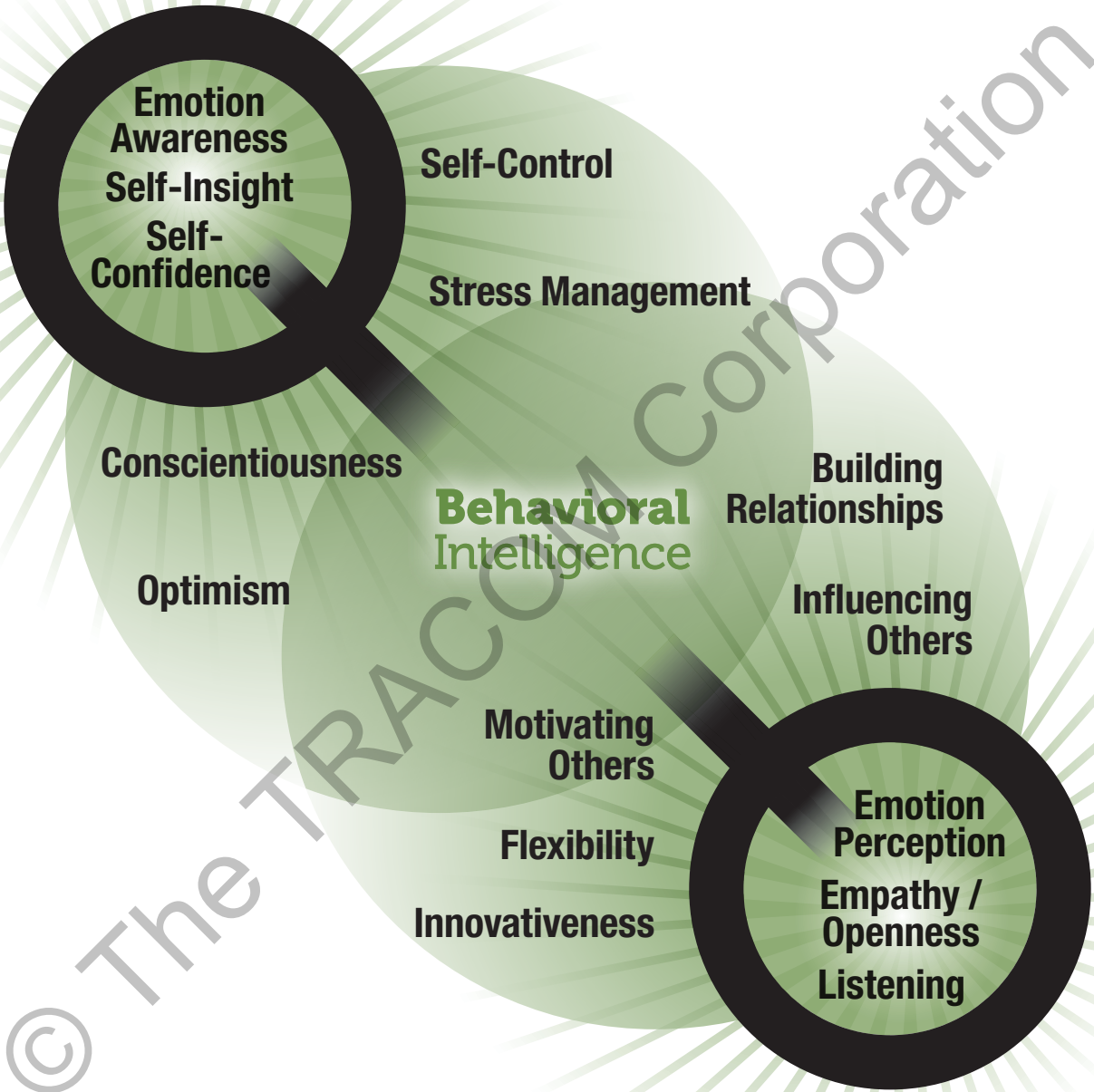
Flexibility

Innovativeness

Emotion Perception
Empathy / Openness
Listening

Emotional Intelligence

OTHERS



Exercise: Strengths, Weaknesses, Expectations

1) When interacting with others, what are your key areas of strength?

2) When interacting with others, what are your key areas for development?

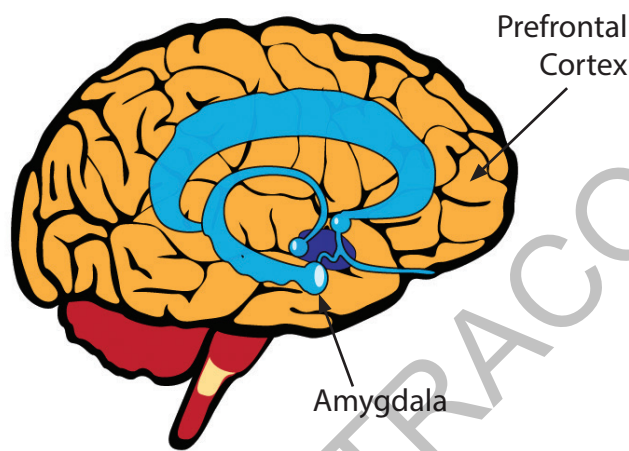
3) What are your expectations of this training program?



Understanding Emotional Intelligence

Emotional intelligence (EQ) has become a popular and meaningful strategy for helping people improve their self-insight and understanding of others. Its influence has been strengthening steadily since the 1990s. EQ was born out of a renewed emphasis on the importance of emotions and the influence emotions have on people.

Emotional intelligence is focused on how effectively people work with others. The skills associated with emotional intelligence are different from those associated with technical skills and cognitive intelligence (IQ).



Emotions, Behavior, and the Brain

Neuroscientists are making fascinating discoveries about how specific parts of the brain are related to emotions and behavior. A basic finding from this research shows the important role of the amygdala (pronounced a-mig-de-la) for interpreting information dealing with extreme emotions and the control of adrenalin, which is used for 'fight or flight' in a threatening situation creating emotional and behavioral responses. The amygdala is a tiny section of the brain, near the brain stem, that evolved from human beings' reptilian brain prior to the outer layers of the

prefrontal cortex. For the amygdala, life is about survival at any cost, and it plays a critical role in our emotional lives.

The amygdala responds just milliseconds more quickly than the prefrontal cortex, which is the slower and more rational part of our minds. In particular, the amygdala becomes dominant when we feel threatened or surprised, resulting in a fight, flight, or fright response, as a reflex action. The reaction is immediate and lacks the precision of the logical prefrontal cortex. The amygdala itself is directly connected to the brain-stem, which deals with reflex actions, and the cerebral cortex that deals with language. (So, in threatening situations, the amygdala can, and will, take control of both your actions, and also your speech.) The amygdala floods the blood stream with adrenalin and other hormones. In such situations, emotions overpower rational thought and guide our behavior according to the lightning-quick assessment of the amygdala.

Because the amygdala responds so quickly, it has the ability to hijack/take over your rational thinking. This results in feelings and behavior that do not have the benefit of rational thought, which requires more time and effort. When we let our emotions get the best of us, the amygdala is largely responsible. It takes most people between 15 and 20 minutes to calm down after an amygdala attack.

By slowing down and forcing ourselves to think through the emotion, using the more logical parts of our brains, and behaving more rationally as a result, we are preventing the amygdala from controlling our emotions and behaviors.



Workplace Triggers

At work there can be many things that can be emotional triggers, such as irate customers, change in work structures or perceived job losses; however, we break the main areas down into the following categories:

- Lack of respect
- Unfair treatment
- Feeling unappreciated
- Not feeling heard
- Unrealistic deadlines

The Result

- We look for threats where none exist.
- We interpret events in negative and self-limiting ways.
- We feel overwhelmed and don't cope well with adversity.
- We don't find opportunities when faced with change or adversity.

The Good News: We Can Change

The brain is flexible and capable of creating new neural pathways. This is called *neuroplasticity*, and it's important because it means that emotional intelligence can be learned and improved. With practice, we can re-program our brains to think in different ways.



Introducing the Behavioral EQ Model

Emotional Intelligence

Emotional Intelligence is the ability to perceive and understand one's own emotions and the emotions of others. It includes having insight into oneself, and having awareness and empathy for others.

Behavioral Intelligence

Behavioral Intelligence is the ability to recognize the impact emotions have on one's own behavior and the behavior of others, and to use this awareness to manage personal behavior and relationships.

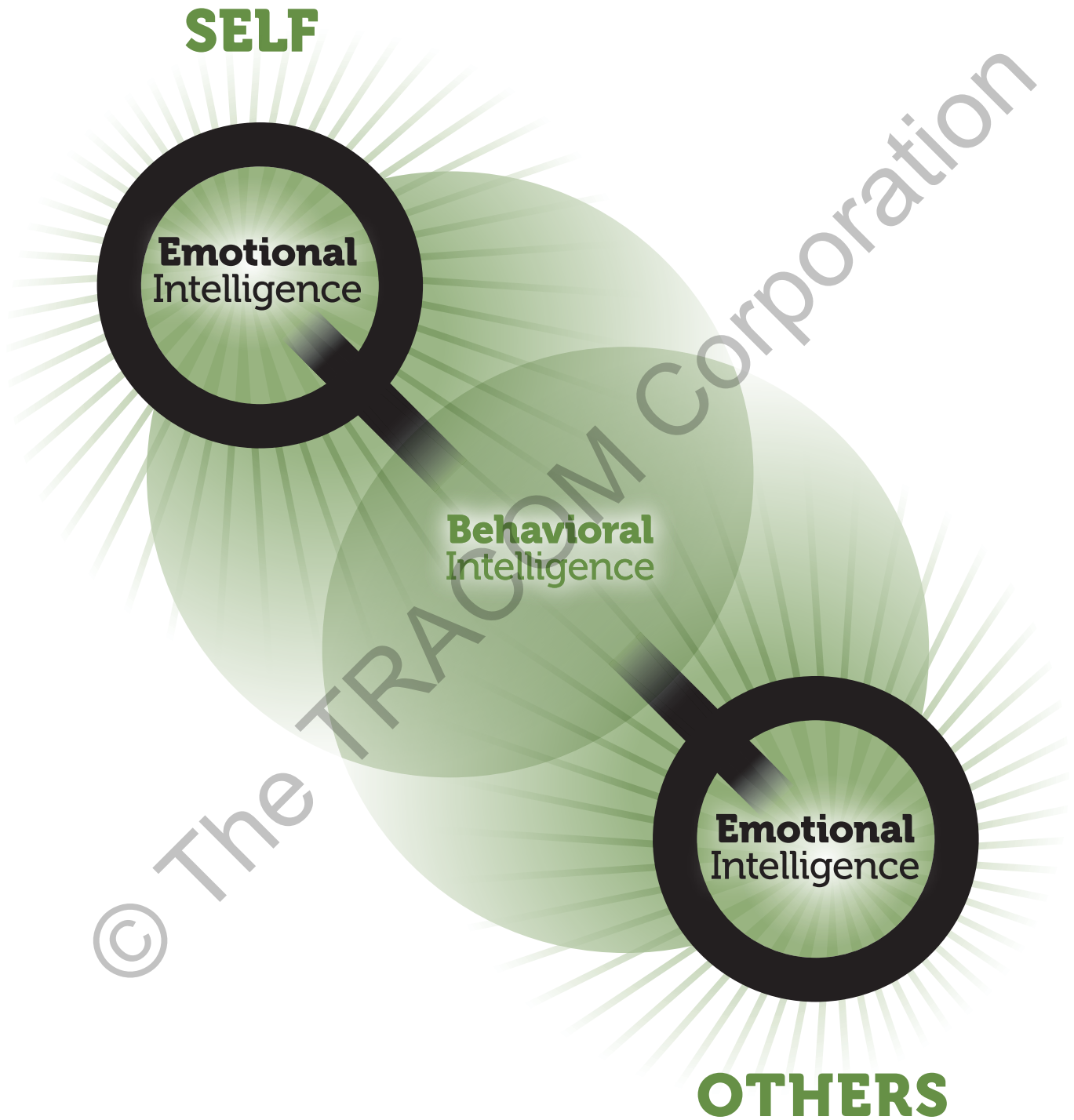
Why Focus on Behavioral Intelligence?

Studies have shown a clear distinction between emotional understanding and the ability to translate that understanding into outward behavior. While emotional awareness is important, acting on that awareness is what people notice, and it is these behaviors that have the greatest impact on personal effectiveness.

Both emotional intelligence and behavioral intelligence are important, but emotional awareness alone will only take you so far; behavior is what helps people to be effective. Interestingly, focusing on improving your behavioral intelligence can actually improve your emotional intelligence as well.



Behavioral EQ Model Overview



Emotional Intelligence – Self

We all have perceptions about our own emotions, but some people have learned to be more attuned to their emotions than others. Emotional Intelligence - Self is the ability to consciously identify and maintain awareness of one's own emotions and how these influence behavior. This includes insight into strengths and weaknesses, and level of self-confidence.

Emotion Awareness

Emotion Awareness is the awareness of one's own emotions and the impact these have on outward behavior. This includes understanding what caused the emotions and the ability to link emotions to one's behavior.

Self-Insight

Self-Insight is the accuracy of one's awareness of personal strengths and limitations. It is an indicator of the ability to reflect and evaluate yourself in an objective manner, as well as being open to feedback and self-development.

Self-Confidence

Self-Confidence is the feelings of self-worth and personal competence. Indicates the confidence a person has in their knowledge and abilities, and their ability to convey this self-assurance to others.

“Tune Into Yourself”

SELF Emotional Intelligence

Emotion
Awareness
Self-Insight
Self-
Confidence



Exercise: Emotional Triggers

Look at the following list and circle the top three items that trigger your emotions when you don't get them, or they are taken away. List a specific example/situation for each of the items you circled. For example, you might circle "listened to" and list "my boss canceled our last three one-on-ones" as an example. Be prepared to discuss this with a partner.

Acceptance	Autonomy	Control	Included	Respect	Variety
Appreciation	Balance	Fairness	Listened to	Security	Other _____
Attention	Consistency	Freedom	Predictability	Valued	

This exercise is designed to give you greater awareness of your emotions and the events that caused them. Recognizing your key emotional triggers is the first step in allowing you to have more control of your behavior.

High Power Poses

Amy Cuddy, a social psychologist at Harvard University, has shown that, by adopting "power poses," people can decrease their stress and increase their sense of dominance, even at the hormonal level. Try using these poses before stressful situations such as presentations or important meetings. A recent experimental study showed that people who adopted high power poses for just two minutes before a stressful job interview performed better and were much more likely to be hired compared to those who adopted contractive, low power poses.



Behavioral Intelligence — Self

Awareness and understanding of our emotions is important. Emotional intelligence is a building block for guiding our behavior. Behavioral Intelligence – Self is the ability to control impulses and manage self-motivated behavior. This includes coping under stressful conditions, conscientiousness, and optimism.

Self-Control

Self-Control is the ability to control emotions and impulsive urges. It is an indicator of the ability to stay composed and focused during stressful times, and to control intense emotions such as anger and euphoria.

Stress Management

Stress Management is the ability to withstand pressure and regulate reactions to stress.

Conscientiousness

Conscientiousness is the capacity to take personal responsibility for performance. It is an indicator of reliability, the ability to meet commitments and objectives, and to hold oneself accountable. It also measures the quality of performance in terms of care and adherence to standards, and being a good representative of the organization.

Optimism

Optimism is the ability to maintain a positive perspective and stay persistent towards achieving goals, even in difficult circumstances.

“Be Your Own Boss”

SELF



Emotional Intelligence – Others

Just as we perceive our own emotions, we are also aware of what others are feeling and experiencing, though this is more challenging and requires greater effort. Emotional Intelligence – Others is the ability to recognize the emotions expressed by others, empathize and be open with them, and actively listen to them.

Emotion Perception

Emotion Perception is the ability to perceive and understand the emotions that others are expressing, through both verbal and non-verbal messages.

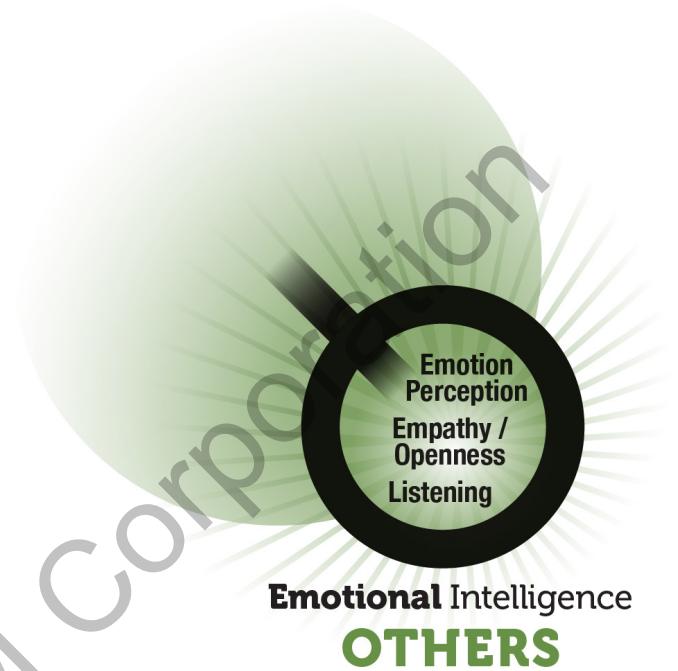
Empathy/Openness

Empathy/Openness is the ability to consider someone else's perspective. It is an indicator of the willingness to take an active interest in others' viewpoints and to display openness to their perspective.

Listening

Listening is the ability to actively listen and display an understanding of what is being communicated.

“Tune Into Others”



Exercise: Emotion Perception

Can you recognize the emotions? Determine the emotion expressed on each face and write that emotion next to the corresponding face.



a _____



b _____



c _____



d _____



e _____



f _____

Determining Emotions Virtually

Behavioral Intelligence — Others

“Be Your Best With Others”

Just as we engage in personal behaviors related to our own emotions, we also behave in ways that affect others. Behavioral Intelligence – Others is the ability to manage behavior when interacting with others. It includes the capacity to direct emotions toward positive behavior and encompasses skill at building good relationships, influencing others, motivating others, flexibility, and innovativeness.

Building Relationships

Building Relationships is the ability to develop and maintain meaningful and positive relationships with others. Indicates skill at building formal and informal networks and mutually beneficial relationships, building good rapport with others, and instilling a sense of trust.

Influencing Others

Influencing Others is the ability to effectively persuade others. Indicates the capacity to present information in an influential way and use indirect methods of influence to build support.

Motivating Others

Motivating Others is the ability to motivate and guide others toward a vision or goal. Indicates the capacity to take a leadership role as needed, regardless of formal position, and to guide the performance of others.

Flexibility

Flexibility is the ability to adapt to new circumstances. Indicates the capacity to manage multiple demands and changing priorities, and flexibility in how a person views events and the ability to change thoughts and behavior as circumstances change.

Innovativeness

Innovativeness is the capacity to generate novel ideas and to be open to new information. Indicator of the ability to adopt new perspectives in one’s thinking, seek out ideas from various sources, spawn new ideas, and encourage others to be creative.



Exercise: Mind Mapping

Use the space below to create a mind map related to the subject area assigned to you by the facilitator.

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SELF

Emotional Intelligence



Self-Control

Stress Management

Conscientiousness

Optimism

Behavioral
Intelligence

Building Relationships

Influencing Others

Motivating Others

Flexibility

Innovativeness

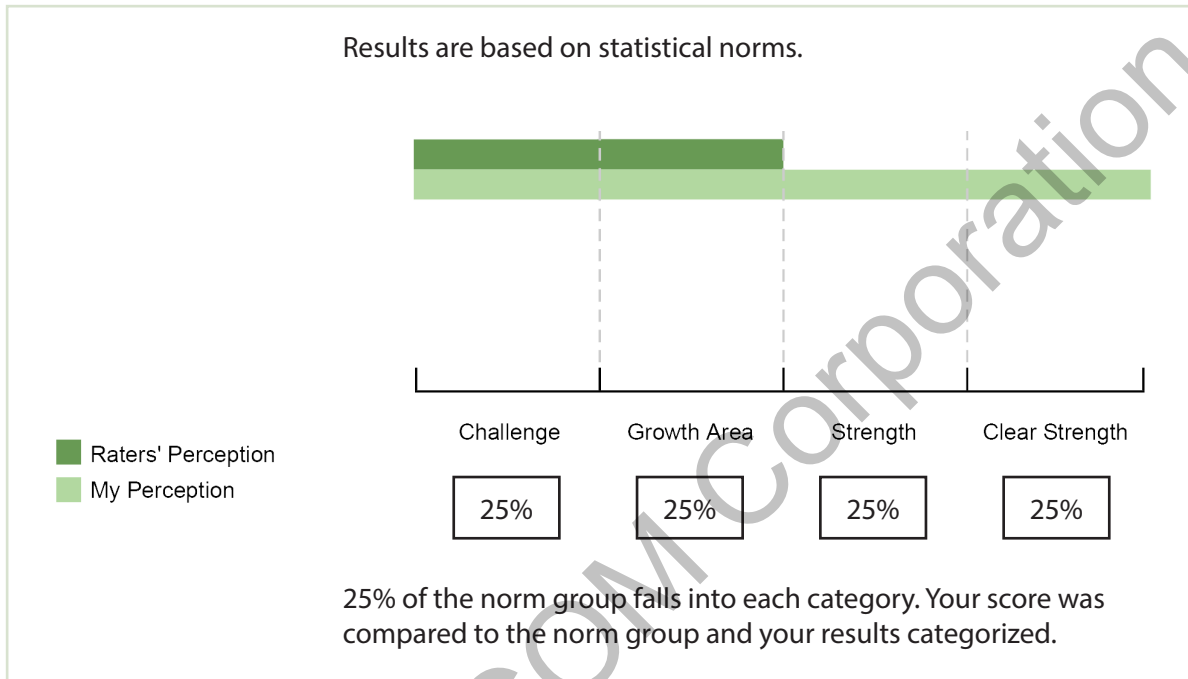
Emotion Perception
Empathy / Openness
Listening

Emotional Intelligence

OTHERS

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The Behavioral EQ Multi-Rater Profile Report describes how you and others perceive your Behavioral EQ. The Profile is normed, meaning your results were compared to the population of people in TRACOM's database and this is how your scores were derived.



Clear Strength: Scores in this area are significantly higher than average. These abilities may come naturally to you, or you have worked hard to develop them over your life and career. Continue to utilize these skills since they are significant contributors to your Behavioral EQ.

Strength: Scores in this area are above average. Most of the time you show skill in these abilities, though not in all circumstances or with all people. With just a little more awareness and effort, you can enhance your effectiveness in each of these areas.

Growth Area: Scores in this range are slightly below average. You sometimes display skill in these abilities but not frequently. These may be skills that do not come naturally to you or that you simply have not paid attention to. You might want to begin with these skills as a starting point; it is likely that you will notice benefits by practicing these abilities more often.

Challenge: Scores in this area are below average. You might be unaware of your performance in these areas or have not valued them. Though it is never easy to receive this type of feedback, keep in mind that all of these skills can be improved through awareness and effort.



Key Points

As you read your Profile Report, there are several key points to keep in mind.

- **Working to enhance Behavioral EQ is a choice.** Though you may have never considered some of these skills before, all of these behaviors are within your control. Once you learn about Behavioral EQ, you will be aware of your behaviors and this is the first step in working on your abilities. By applying new strategies, you might see immediate results.
- **Perceptions of your Behavioral EQ can fluctuate with different groups.** You might interact differently with customers and clients than you do with your internal team. You might even behave slightly differently with individuals on your team. Most of us are stable in how we behave, but it's important to recognize that different groups can perceive your Behavioral EQ slightly differently.
- **Your results are a snapshot in time.** Your Behavioral EQ skills can fluctuate over time. The goal is to act with high Behavioral EQ as often as possible and to be consistent in your behavior.
- **We all suffer from "self-perception" bias.** It is human nature to view ourselves in a positive light, and there is nothing wrong with this. If you rate yourself higher in some areas than your raters, consider their perspectives and what led to this discrepancy. Likewise, it's possible you evaluated yourself lower in some areas, in which case you're showing some healthy humility.

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What if

None of us are perfect, and it's not reasonable to expect that we won't have "challenge" areas on our Profile Reports. Would this be a disaster for you? It shouldn't be. Almost nobody has strengths in every area of the model. Likewise, it's possible that you will have more "strengths" than you anticipate. Does this mean that you can relax because you're perfect? No, it doesn't. Your Behavioral EQ can change across time and circumstances, so it's important to always work on your behavior. In addition to these types of surprises, it is common to have different perceptions of your Behavioral EQ than your raters. Research shows that raters' perceptions of emotional and behavioral intelligence are often different from self-perception.

It is important to be prepared for these occurrences, to have a mindset focused on problem solving, and a plan-of-action in place. Prior to reviewing your Profile Report, determine how you will respond if your results are not what you expect. This will set you on the path toward accepting your results and being proactive about changing behavior.

What If....

- You have a lot of "Challenge" areas?
- You have a lot of "Strengths"?
- Your self-evaluation doesn't align with your raters' perceptions?

Example:

If: I have several "challenges" and this surprises me. I feel that I have many strengths and it would be hard to get this kind of feedback.

Then: I will not make a catastrophe out of this. Instead, I will determine which specific area will be most beneficial for me to focus on, I will review the development strategies in the Workbook, and I will write a specific intention to develop new habits.

If: _____

Then: I will _____



Exercise: Profile Review

Review your Behavioral EQ Profile Report to see how far apart your own perceptions are from that of the other raters. As you do this, keep in mind the feedback others have given you. Pay special attention to your strengths, since these are areas that you can continue to strengthen with relative ease. In addition, you may find it helpful to focus on Growth Areas. Skills in this category are ones that you sometimes display, but not frequently. Increasing your awareness of these skills and practicing them more frequently may result in significant benefits for you.

Think about your work performance over the past several years. What feedback have others given you about certain abilities that have been consistent strengths or weaknesses? (You may also want to have a look at the information you provided in Exercise 1 at the start of this workbook.)

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SELF

Emotional Intelligence

Emotion Awareness
Self-Insight
Self-Confidence

Self-Control

Stress Management

Conscientiousness

Optimism

Behavioral Intelligence

Building Relationships

Influencing Others

Motivating Others

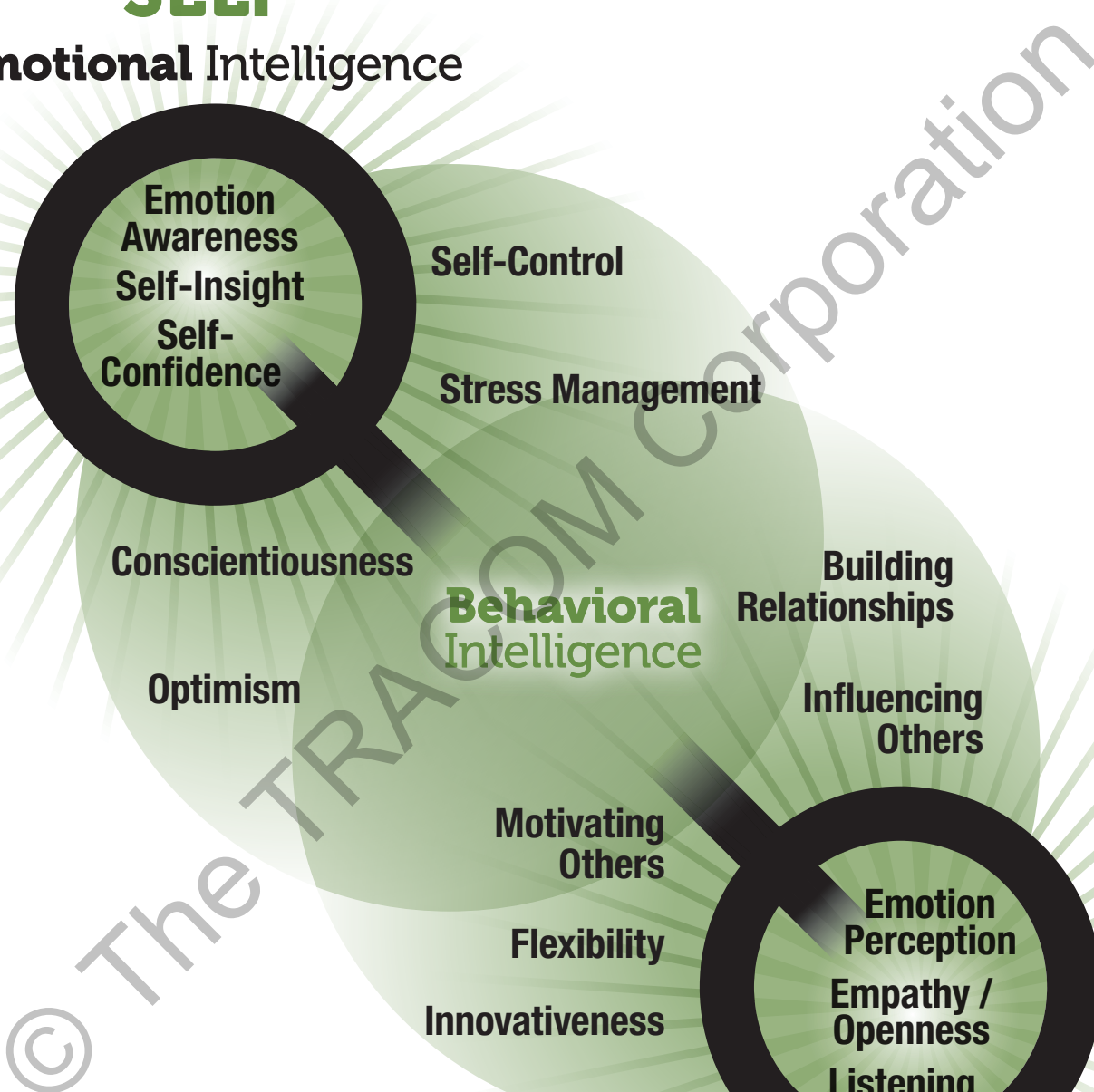
Flexibility

Innovativeness

Emotion Perception
Empathy / Openness
Listening

Emotional Intelligence

OTHERS



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Emotional Intelligence - Self

SELF

Emotional Intelligence



Emotion
Awareness
Self-Insight
Self-
Confidence

Emotion Awareness

Emotion Awareness indicates how aware you are of your own emotions and their impact on your behavior. This includes understanding what caused the emotions and the ability to link emotions to your behavior.

People with High Emotion Awareness

- Can be comfortable expressing feelings to others
- Can be appropriately open and candid with others
- Are aware of how their emotions affect their behavior
- Recognize the triggers that cause their emotions
- Take ownership of the emotional reaction to given circumstances

Research shows that people who understand their triggers and resulting emotions are much better at regulating those emotions, as well as having less immediate reactions to stress than people who are unaware of their triggers. Sometimes these triggers will be obvious, such as a boss who micro-manages and checks on your work. Other times, triggers will be just as strong but the source is more subtle, such as a co-worker who speaks too loudly on the phone or a co-worker who wants to socialize too much, causing you frustration at not being able to focus on your work. A full awareness of your triggers is critical because it is the first step in understanding your emotions.

Engage your logical thinking.

Once you identify your triggers, the next step is to find ways to re-engage your logical thinking. Remember, your amygdala takes over when you allow reaction default triggers to control your behavior and reactions. Here are some ideas to re-engage your logical thinking:

- Deep breathing.
- Do complicated math in your head; for example, count backwards by threes starting from 300.
- Picture a stop sign in your head to consciously remind yourself to stop and think.
- Name it and claim it. Just being able to label the emotion you are feeling will help minimize the amygdala's response.

Keep a dedicated journal of your emotional highs and lows.

Keep track of four things (it might be helpful to write columns for these): What caused the emotion, who was involved, how you reacted, and the outcome. Do this for a month in order to gain better awareness of your emotions and how you behave as a result. Try not to be judgmental about what you are feeling or how you react. Simply keep an objective record of the events. This will result in greater awareness of your emotions and the events that caused them, and this allows you to have more control of your behavior. Note that you are also recording your positive emotions.



Mentally reframe your thoughts and beliefs.

Whenever you experience a strong negative emotion, such as anger or anxiety, pause before allowing the emotion to control your behavior. Do some reality checking. By actively reappraising your thoughts and interpretations of events, you are forcing your brain's prefrontal cortex, the logical and reasoning part of the brain, to solve a problem. This inhibits the amygdala from releasing adrenaline and other stress hormones that result in strong emotions. It also results in a much more accurate understanding of external events. Remember that the amygdala responds faster than the rest of your brain but, because of its speed, it is less accurate.

For example, if you feel disrespected by a co-worker, ask yourself whether this feeling is accurate and whether this person truly meant to treat you disrespectfully or if there could be another interpretation. It could be that they were simply in a rush or responding to some pressure that was put on them, and the perceived slight is unintentional. However, it could also be true that they purposely treated you this way. Awareness of the emotion and its causes allows you to think it through, control your behavior and take a future action to resolve your perception in a productive way, such as talking to your co-worker at a later time about the incident to check their intention.

Exercise mindfulness.

Mindfulness is the practice of mentally focusing on the "here and now," and taking in emotional experiences without immediately reacting to them or judging them. In other words 'being with' things as they are and as they are not. Being an observer of your experience, not a reaction to it. Research shows that by doing this, people experience less stress and enhance their energy and outlook. For example, you might calmly tell yourself, "I am feeling frustrated because my boss will not leave me alone to complete my work." This leads to awareness and ability to manage emotions, instead of immediately responding to them. By practicing mindfulness, you can more accurately understand your emotions, put them in perspective, and be less reactive.

Self-Insight

Self-Insight is the ability to be aware of your strengths and limitations. It is an indicator of reflectiveness and the ability to evaluate yourself in an objective manner, as well as your openness to feedback and self-development.

People with High Self-Insight

- Are aware of how they come across to others
- Are objective about their abilities and realistic about their drawbacks
- Are open to feedback and even invite it
- Seek opportunities for personal development

Being aware of your strengths and weaknesses is a crucial part of developing your self-insight. Most people will naturally gravitate to jobs they enjoy where invariably they are using their strengths effectively. We all have weaknesses and the more we can recognize and describe them, the easier it is for us to focus on our strengths. Unfortunately many people are unable to see their own shortcomings or even recognize that they have them – Self Insight is about having an accurate picture of yourself.

Ask a trusted colleague for feedback on your work performance.

We all suffer from self-perception bias, making it truly impossible to fully understand ourselves. Get a more accurate picture of your performance by asking someone to give you feedback. As long as the other person is comfortable giving you feedback, ask about your interpersonal abilities in addition to technical aspects of your performance. Reassure the person that you are seeking his or her input because you want to understand how others perceive you and your abilities. Be sure to give the person time to reflect on your request; do not expect an immediate response, since the person might want to observe you over time before giving feedback.

Receive feedback positively and objectively.

When you receive feedback from others, either formally or informally, accept it with thanks and an objective mindset. Keep a record of it so that you will remember it and be able to act on it. Feedback is sometimes difficult, especially when it's about interpersonal skills. Be aware of your emotions but don't let them control your behavior. Remember that most people want you to succeed, so it is likely that they are trying to help you, even if they are telling you about an area for improvement in their own way. View feedback as a gift: accept the gift and thank the person giving it. You can decide later how you might act on it.



Schedule regular meetings with your supervisor to discuss your performance and personal development.

Annual performance reviews are not always helpful for learning and professional development because of the time interval between them. By meeting regularly, you should never be surprised by feedback you receive from your supervisor. Without being overly burdensome, schedule regular meetings to review your performance, for example once per quarter or even more frequently. Keep a record of your achievements and difficulties during each time period to provide focus for your meetings as well as your areas for personal development.

Make opportunities to receive formal feedback.

In particular, it is especially valuable to get input from multi-rater or 360-degree feedback assessments. Whenever possible, take part in workshops or other events that offer personal assessment exercises or formal assessments. Taking account of other people's perceptions of your performance and abilities leads to much greater insight than is possible when only considering your own perspective.

Set a goal to learn something new in an area that you are particularly interested in and that will benefit your career.

How often do you learn new things? If you're like most people, new knowledge and skills will increase your career potential, as well as your self-confidence. For example, if you want to improve your presentation abilities, many people have great success by joining Toastmasters. This provides them with practice in a safe environment, as well as comprehensive feedback and opportunities to speak in front of people. The internet provides a wide range of possibilities to learn new things, in particular through the many free courses and lectures that are now offered online. Whatever your area of improvement, make a definitive goal for yourself, complete with time frames, milestones, and specific behaviors that you will practice to achieve the goal.



Self-Confidence

Self-Confidence measures feelings of self-worth and personal competence. It is an indicator of the confidence a person feels in their knowledge and abilities, and their ability to convey this confidence to others.

People with High Self-Confidence

- May be told by others that they seem self-assured
- Willingly take on new responsibilities
- Step outside of their comfort zones to challenge themselves
- Display their abilities to others

A lack of confidence has a variety of sources; it can be from a lack of specific skills or experience, or it may be from a strained relationship with someone, which makes you hesitant to share your ideas. It may even stem from not wanting to sound boastful. However, the most frequent source of lack of self-confidence is our own self-talk.

Become aware of the negativity bias.

On average, people use between 300 and 1,000 words per minute in self-talk. What you say to yourself has a big influence on your beliefs and confidence. Unfortunately, due to our negativity bias, most of our self-talk is negative, and this natural habit can be devastating to self-confidence. Due to natural selection, the human brain is designed to find and respond to threats and setbacks. For example, we are more alert for predators than we are for a potential lunch. Because of this adaptive habit, we react to bad things more quickly, strongly, and persistently than good things. Unfortunately this natural habit can be devastating for self-confidence. If you focus too much on the negative, you are reinforcing low self-confidence. Challenge your negative thoughts with more realistic assessments. It is highly likely that many of your automatic negative thoughts about yourself are inaccurate and should be reassessed. You might find that the strategies for enhancing Optimism, discussed later in this guide, are particularly helpful for re-evaluating your negative thinking.

Identify specific situations or areas where you lack self-confidence, as well as your perceived reasons for your lack of confidence.

Is your lack of confidence because you do not have specific skills, you have a stressed relationship with someone, or you are hesitant to share your ideas with others? For the most pressing situation that challenges your confidence, develop a specific behavioral strategy to increase your confidence. Practice this new behavior as frequently as possible, every day if you can. For instance, increase your knowledge, take a positive step each day to strengthen a relationship, or share your ideas through email or another format that causes less anxiety. In this way, you are increasing confidence through identifying a specific target and practicing your abilities in that area. It is more effective to write this information on paper (or electronically) rather than simply making a mental list. Research has found that the act of writing helps people solve problems more effectively.



Share your accomplishments with others.

Some people are hesitant to share their successes for fear of bragging. Go ahead and tell your friends, family, and colleagues when you successfully accomplish a project or achieve something notable. The idea here is not to be boastful, but to fully recognize that your accomplishments are noteworthy.

Sharing your accomplishments is a way of getting much deserved recognition of your abilities, and this will increase your self-confidence. You can be humble while still receiving recognition.

Keep an ongoing record of your activities and accomplishments.

Over time it is easy to forget our accomplishments. Once we've completed one thing, the next project or activity takes our attention and time. Keeping a record serves multiple purposes. First, it will help you during your annual performance review to list what you have accomplished. Second, you can be proud to look back on all that you have done. You might be surprised to see how the list grows over time, and periodically reviewing the list will remind you of activities that you may have otherwise forgotten. Most people accomplish more than they realize.

Act confident - Fake it 'til you make it.

Surprising as it may sound, there can be a difference between feeling confident and acting confident. As research on the brain shows, your behavior has a powerful influence on your beliefs and attitudes. A potent way to increase confidence is to simply "act as if" you are confident. Many people find it helpful to act like a particular role model, even to behave like actors or characters. The point is not to be dishonest about who you are, rather it is to give yourself practice behaving with skill in certain areas where you want to develop better confidence. Over time, with enough practice, you will begin to naturally feel more confident.

Become more active and involved.

Confidence can be affected by your activity level. If you feel limited in your extra-curricular or professional activities, get involved in other areas of life. This can help you become more well-rounded and will also boost your confidence. For example, if you tend to be shy and limit your interactions with colleagues, challenge yourself by joining company activities/teams or by organizing a regular outing with co-workers. Though it feels counterintuitive, you will find that these types of activities will make you happier and will boost your confidence. Also, your enhanced confidence in these new areas, even if only small, will spill over into other areas. Over time, with enough practice, you will begin to naturally feel more confident.

Self-Confidence — continued

Analyze your self-talk.

Research shows that people speak to themselves endlessly, using hundreds of words every minute. You might be surprised that it is part of our human nature to focus more on negatives than positives. Extensive research shows that humans have a bias toward negative thinking rather than positive thinking. If much of what you say to yourself is negative, this is probably affecting your outlook. You can learn to think more positively. This does not mean that you hide from unpleasantness or that you have an unrealistically positive outlook. It means that you can approach the world, including difficulty, with a positive and productive state of mind. A positive outlook increases people's ability to cope with stressful situations. Research has discovered common forms of negative self-talk. It is important to remember that this happens automatically and very quickly. By becoming aware of these thoughts, you can actively change them. Pay attention to what you say to yourself (write it down) and consider if you are engaging in any of these common thought patterns:

- **Assuming** — Assuming the worst without testing the evidence.
- **Catastrophizing** — Expecting the worst to happen.
- **Magnifying or minimizing** — Exaggerating the importance of negative information and underestimating the importance of positive information.
- **Overgeneralizing** — Thinking that one negative event applies to your entire life.
- **Personalizing** — Taking the blame for something that is not your fault.
- **Polarizing** — Thinking in extremes with no middle ground.



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Behavioral Intelligence - Self



Self-Control

Self-Control measures the ability to control emotions and impulsive urges. It is an indicator of the ability to stay composed and focused during stressful times, and to control intense emotions such as anger and euphoria.

People with High Self-Control

- Control their impulses and maintain composure, even during especially stressful times
- Think through the consequences of their actions and manage their behavior
- Stay aware of the situation and monitor their behavior for appropriateness

Earlier in this workbook we have talked about how to help you to recognize your emotional triggers -- the things that result in losing behavioral control. This is invaluable for understanding the situations and emotions that you experience just prior to losing control of your behavior and is an important step in learning how to manage your own behavior.

Mentally rehearse common situations that set off your emotional triggers.

Research shows that when you mentally rehearse scenarios, you are activating the same neural circuitry that is activated when you are actually in the scenario. Instead of responding the way you typically have in the past, imagine yourself acting in a more productive way. Develop a mental “movie” of yourself and clearly imagine yourself behaving in the ways you want. This will help prepare you for when these situations actually occur. You will have a script to follow.

Actively distracting yourself is an effective way to maintain self-control.

Distracting yourself with a difficult problem and shifting your focus from the other person, is an effective strategy for avoiding an emotional reaction, when you are suddenly in a situation where you are feeling emotions such as anger or frustration. The point is to engage the brain region that solves problems, thereby preventing the emotional center of your brain from flooding the bloodstream with adrenalin and other stress hormones that cause these strong emotional reactions. It is not important to solve the problem correctly.

For example, work out the solution to 15×18 , or start by doubling 64 and keep doubling the answer. This will force your brain to focus on the mathematics and away from the stressful situation. The old adage that you should count to ten is not effective as this is too easy and, therefore, does not actively engage the brain. If it is not easy to find a difficult problem to solve, another form of distraction is to actively let your attention shift to a pleasant memory and engage in a healthy form of mental escapism. You can sing a song in your mind, think of your favorite place or a hobby, a funny TV show, whatever works best for you. Similar to solving a problem, this will engage your mind and prevent the amygdala from taking control and causing a strong emotional reaction.



Walk away from tense situations.

If you are in an emotionally heated conversation or situation, say, "I need time to think about this before I respond," or some other appropriate response that allows you to leave the situation. Not everything has to be dealt with immediately, especially if tempers are high. Separate yourself from the situation. Allow adequate time to pass so you, and the other person, can calm down. When feeling more controlled, you can then respond to the person. Remember that in these situations the amygdala is in control of your mind. It takes time to calm down and for your prefrontal cortex to resume control of your thoughts and actions. Leaving the situation is not escapism; it is a healthy and productive action that will result in a better outcome.

Make a conscious decision to speak clearly and with decorum whenever you are in an emotionally charged situation.

This is an effective strategy for avoiding the urge to blow up and lose control. Think of the language you will use; make sure it is respectful and calmly delivered. Like all habits, practice will enhance your effectiveness and it will become more natural over time. If you know that you will be in an emotional discussion, rehearse ahead of time. Determine exactly what you will say and the language you will use.

Peer pressure can be good; rely on your social network.

If you are having difficulty controlling an urge that is unhealthy or causing problems, talk to a friend about it and let them know that you are committed to change. Ask them to hold you accountable. For example, if you find it difficult to control your outbursts during meetings, ask a trusted team member to interrupt you if it happens during a meeting, or to debrief you about it afterwards. Peer pressure is an effective mechanism for influencing behavior, and this is an example of when it can be used for positive change.

Conduct self-analysis.

If you have lost your composure, you need to allow yourself time to calm down, so spend time away from the situation and people. Once you have calmed down, reappraise the event and put it into perspective. Analyze and problem-solve. Was your reaction appropriate? Were you accurately interpreting the event? What could have led to the situation that you are unaware of? Should you give the benefit of the doubt to the other person? For example, a co-worker who blows up at you might just be having a reaction to their own stress and may not have meant it to be personal. If you need to respond to the person and discuss the situation, prepare ahead of time for what you will say and how you will say it. It is okay to experience emotions, but be very thoughtful and rational about how you express those emotions. Be prepared for possible responses and how you will manage yourself.

Self-Control — continued

Give yourself rewards for maintaining your discipline.

Rewards not only feel good, but also are a very effective strategy for staying with your program, whatever it may be. For instance, set small milestones that you can meet every day, and then give yourself a reward. The reward will differ for every person, and it can be simple and pleasurable, such as visiting a co-worker or drinking a cup of coffee.

When it comes to email, the “send” button is not your friend.

Ask a friend or trusted colleague to review questionable emails before you send them. Research shows that as many as one-half of all emails are misinterpreted by the recipient. If you think something sounds neutral, it might be interpreted as offensive or rude. Carefully consider your message and the recipients. What type of people are they? What are their behavioral styles? How are they likely to interpret your email? In what ways could your message be misinterpreted? Just as important, if you are feeling angry or frustrated when writing the email, this is a red flag. Many people say things in an email that they wouldn't say face-to-face. It is too easy to hit the “send” button, so develop a habit to always wait at least 30 minutes before sending an email when you are feeling heightened emotions. Re-read your email, and if it contains anything you wouldn't be willing to say directly to the person, rewrite it.

Always remember that Self-Control is a journey, not an event.

Maintaining emotional self-control can feel like a heavy chore. Mentally reframe this as a healthy step; you are exercising your emotional muscle. Every time you are able to manage your emotions, it is like working out at the gym; you are getting stronger and healthier, and the more you do this the easier it will be to manage your emotions. Actively reframing events and thoughts is a powerful way to change your beliefs and attitudes.



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Stress Management

Stress Management measures the ability to withstand pressure and regulate reactions to stress. Dedicate time for the important stuff.

People with High Stress Management

- Can manage their workload and demands without becoming visibly stressed
- Continually monitor their emotions and their behavior when feeling pressured
- Temper their stress with positive steps and maintain composure

It is unlikely that we can remove all stress in our lives, however taking time to reduce our stress levels has major benefits to our productivity as well as our long-term health and wellbeing. A short look on the internet will show an inordinate amount of research on stress, and the work place is known to be a key factor in creating stress. The effects are also felt in the workplace, with information from organizations such as the Health and Safety Executive in the United Kingdom reporting that over a third of absences from work are stress related. It is also thought that stress is now the single biggest cause of long term absence. So let us look at what we can do to keep our stress under control.

Practice Mindfulness

You can significantly decrease your stress as well as improve your optimism and positive mood by practicing mindfulness, a form of meditation. Brain scans of employees at a high-stress biotech startup showed that after eight weeks of practicing mindfulness, the left side of people's prefrontal cortexes became more active than their right side. This means they move from being chronically stressed to more relaxed, more enthusiastic and energized. The good news is that it doesn't take years to see the benefits; the biggest cognitive change happens near the beginning of training. However, you do need to practice consistently, just like all new behavioral habits.

Mindfulness Activities

- **Monitor your CPA (Continuous Partial Attention)** — Humans pay only partial attention to things/people virtually all the time. Recognize this, become aware of it, and counteract it by focusing fully on the person or task at hand. Ask questions and really start to get fully engaged in conversations as well as not getting distracted by technology at your fingertips.
- **Breathe mindfully (Think about your breathing)** — Engagement in the moment literally requires oxygen for thinking clearly. Make sure you are getting air in your lungs.
- **Cancel unnecessary meetings** — Not only are they a distraction from your focus and productivity, but will eat into your productive hours in the day.
- **Take time to plan** — Remove yourself and plan your time to make sure that you have enough time/resources to complete your tasks.
- **Exercise regularly** — This does not have to be hours in the gym but just generally moving around more. Exercise causes the brain to release neurotransmitters called endorphins, which is the body's natural feel-good drug. You will find that you naturally set aside the day's tension. You are also likely to benefit from an improved mood, and you might even sleep more soundly. You do not have to devote hours every day to jogging, and you do not have to be in great shape. Do what you want

Stress Management — continued

to do; this is not about becoming a marathon runner. Start out slowly and do the types of exercise you enjoy most – walking up steps, gardening, weightlifting, yoga, walking at lunch – all forms of exercise have the same benefits. Find a friend to exercise with you. This will increase your chances of sticking with a regular program.

- **Take time to get fresh air** — Stretch your legs with a walk every day. The amount of “real” daylight we get onto the backs of our eyeballs can directly regulate our sleep patterns for the better.
- **Disconnect from technology** — Turn off the email notification, put the phone away. Schedule specific times for checking devices instead of responding to them. You are the master, not your phone.
- **Formalize communication practices at work** — For example, have technology-free times or zones. During meetings, no phones allowed. This helps to maintain focus and engagement.
- **Schedule daily human interactions** — For example, if you work alone or in partial isolation, schedule a time every day when you will visit someone. Be intentional about this.
- **Learn and study new things** — Learn for its own sake. Understanding new things brings about change but can also help remove you from thinking about the things that can make you become stressed.
- **Substitute a new routine every now and then** — This can be as simple as driving a different route home. Change something, even if it’s very minor.

Set aside dedicated time on your office calendar for working on the important things.

This will help manage the stress of trying to accomplish multiple tasks. When possible, accomplish your difficult tasks during times that are relatively stress-free. It is not a good idea to tackle your most challenging objectives when you are under pressure in other areas of your life. This is likely to result in frustration. Organize yourself and your time in such a way that you can manage the big projects without interference from other pressing demands or stressors.

Be proactive and set yourself up for success instead of for stress.

As much as possible, be proactive to manage life events and projects, instead of waiting for things to happen and reacting to them. When a project is emerging, think through all the steps involved and develop a thorough plan. Be realistic about time requirements and allow yourself adequate time to accomplish the objectives.

Set specific goals.

Research shows that setting goals is an effective way to maintain control over our lives. Put your goals down in writing and track your progress. Remember to think of things like a marathon not a short sprint. Charting your progress toward a goal can be particularly rewarding and help you maintain control over events. For example, if writing a manuscript for a project, keep track of the number of words or pages you write each day and chart these on a line graph. Steady progress will result in an ever-increasing line. If you have a smart phone or tablet, there are apps available that assist in goal-setting.



Keep a dedicated schedule.

Stick to a schedule in order to avoid the stress associated with not meeting your priorities. Virtually all people procrastinate at some point, but this leads to more stress than it relieves. Place dedicated time on your office calendar for working on specific tasks. This will help prevent people from scheduling meetings with you during that time. You will find that you accomplish more, and this will lower your anxiety and help you become more focused and productive.

Reevaluate your beliefs and thoughts.

If feeling stressed, reframe your thoughts. Change your perspective by thinking more accepting thoughts. For example, "I am really not in a hurry. I can wait;" "I can do something else until this is done;" and "Others work at different speeds. There is no right or wrong about this." As we have mentioned in previous exercises, reframing thoughts and events is a proven strategy for enhancing your positive attitudes and beliefs, which decreases stress.

Laugh and smile more.

Humor can be a very effective strategy for dealing with stress. Research shows that the simple act of smiling (or even better, laughing) improves people's moods and immunity to stress. To use humor effectively, prepare ahead of time and then practice your new skill. To prepare, develop a "library" of things that make you laugh. The library can be full of jokes, vignettes from movies or TV shows, funny things your friends have said, or anything else. The important thing is to have this library at your fingertips and ready to use. When feeling stressed, or when caught in a stressful situation, borrow from the library. Replace the negative emotions with something that literally makes you laugh out loud. Make a habit out of this, and you will feel much better!

Ask for help.

All of us have times when we need help. When feeling overwhelmed by multiple demands, request support from others. Not only will this help relieve your personal stress, but also it is likely to result in more effective and creative outcomes.

Conscientiousness

Conscientiousness is the capacity to take personal responsibility for performance. It is an indicator of reliability, the ability to meet commitments and objectives and to hold oneself accountable. It also measures the quality of performance in terms of care and adherence to standards, and being a good representative of the organization.

People with High Conscientiousness

- Take ownership of their projects and tasks
- Are viewed as exemplars of their teams and organizations
- Often hold themselves to higher standards than others hold them
- Are trusted by coworkers because they help them to meet their own needs

Many people believe that multitasking is an effective way to get more done in less time—helping us be more conscientious. In fact, multitasking is hard on our brains, and on our productivity, causing us to do multiple things poorly instead of one thing well. Multitasking contributes to the release of stress hormones and adrenaline, which can cause long-term health problems and short-term memory loss. It's been found that when workers are distracted by email and phone calls, their abilities to solve problems fall quite dramatically.

Replace multitasking with chunking.

When we multitask activities that require brain power, we are really switching quickly between activities and the start-up time required to jump between the activities, even if it is very short, makes us less effective at either one. For example, writing a report and checking every email as it arrives will take more time than writing the report and then checking all emails that have arrived in that time at once. What to do instead? Break large tasks into smaller chunks and “chunk your time”: Set aside chunks of time for specific tasks and avoid distractions and interruptions during that time. Start with small periods of time and increase the number and length of each “chunk” as you adjust to this style of working. Work on them for brief periods at a time until you get them all done.

Analyze your effective working day.

Identify the most productive time of your day and reserve that time for working on your most important tasks. For most people, it is in the morning, but that might not be true for you. Record how you spend your time for one week, keeping a record of everything you do. Look for time that can be used more effectively.

Create “TO DO” lists.

Write a to-do list and prioritize the most important tasks. At the end of every day, jot down the tasks you want to get done the next day—and why. That will help you prioritize and make sure you accomplish the most important tasks. If you use an electronic calendar, use it to schedule your daily activities. This will help prevent conflicts with your time.



Be clear on the criteria for your projects.

Clarify the exact goals, time lines, checkpoints, and quality standards. This will help you organize your tasks and will also ensure that all parties are clear on what constitutes a successful project.

Make a public commitment.

Publicly stating your commitment to other team members and co-workers can be an effective way of holding yourself accountable to your commitment, whatever it may be. For example, publicly commit to be accountable for arriving on time to meetings, providing information and materials to others, and meeting deadlines. This is an example of how peer pressure can work in your favor.

Keep others up-to-date on your progress.

When you have made commitments to others, report regularly on your progress, including obstacles that may prevent you from meeting your obligations. This ensures that everyone is on the same page, that resources are accounted for, and also that changes can be made to time frames as needed. If you cannot keep a commitment, inform others in advance. This shows respect for others and allows them to make alternate plans if necessary.

Ask for performance feedback.

This is a good idea for multiple reasons, but if you are concerned about your conscientiousness, asking for feedback will provide the data you need. Be prepared to accept the feedback without defensiveness. Use what you learn to develop a plan for personal improvement.

Say “no” when necessary and under promise and over deliver.

Over-committing will increase your stress and decrease your productivity. Do not commit to things unless you are sure you can follow through, especially if they are relatively unimportant but time-consuming.

Delegate if possible.

If there are tasks you can pass to someone else who has the time and is more appropriate for the work, do this. This is another way of focusing on what is important.

Doing work right the first time.

It is not always possible to take your time, however doing work right the first time around can take time, but you will probably save time and effort in the long run since you will not have to correct errors.

Limit distractions.

Use your calendar to protect your time for important tasks. During that time, close your door and do not answer your phone or email.

Take a time management course.

If your employer offers a time management class, take it. If your workplace does not offer this, find a community college or community education program that does.

Optimism

Optimism measures the ability to maintain a positive perspective and stay persistent towards achieving goals, even in difficult circumstances.

People with High Optimism

- Maintain a realistic sense of optimism that is not blind to reality
- Are enthusiastic and optimistic most of the time, even during difficult times
- Have an enthusiasm that is noticeable and spreads to others
- Maintain their focus on achieving objectives

As discussed earlier in this workbook humans have a natural negativity bias, but regardless of this we need to be seen as being optimistic to rate highly in our Behavioral EQ. Regardless of what is going on in our head, we need to portray optimism and positivity. This means focusing on long-term goals and the desired future state that an organization is working toward as opposed to looking backwards or viewing mistakes as temporary setbacks rather than as permanent failure.

Reframe your negative and limiting thinking.

If you tend to think pessimistically or in one of the ways described previously in the Self-Confidence section, you need to reframe events in your mind. This will help you become more positive and optimistic. For example, when something bad happens, such as receiving criticism for your work, many people will understandably become anxious and frustrated. However, instead of catastrophizing the situation by telling yourself that you have failed, force yourself to be more logical and optimistic. It is very unlikely that you are not capable of performing well; this is just one instance in one area of your work, and you can improve in this area.

Every day, write down three things that went well that day, and the reasons why.

Research has shown that this is a powerful way of enhancing your mood. Set a reminder on your calendar to do this every day. At first it may seem difficult and strange, but after a week or so most people start to look forward to the activity and even become addicted to it. After a while, you will notice that you begin to not only notice positive things throughout your day, but also you create them. Begin meetings by sharing successes and positive news. People assume the first item on the agenda is the most important.

Every day, write a complimentary email to someone in your social network.

Similar to the previous activity, research has shown that this is an effective strategy for enhancing mood. This is because it simply feels good to show gratitude towards others. If you make a regular practice of doing this, developing it as a habit, you will notice that it enhances your optimism.



Be active and take control.

A sense of control is highly related to feeling positive. While some things happen due to luck and events that are outside of our control, most things are at least partly within our control. If you are being held back at work, it might be because you do not have specific skills needed for the next level. Take control by taking action to develop your skills and make sure your boss and others are aware of this. This will help you professionally, and it will also enhance your mood and confidence.

Avoid negative and pessimistic people.

Misery loves company. Research shows that emotions are contagious. Avoid people who are negative and spend time with positive people. This may sound trite, but it works. If you are around a person at work who constantly gossips or complains, this is directly affecting your mood. Remember that our brains are wired to focus on negativity rather than positivity. The way to change this is to alter our environments by avoiding negative people and by paying attention to our thoughts and behaviors. Rely on your friends to help you feel upbeat, and do things that make you happy.

Be present in the moment.

Research shows that people spend an inordinate amount of time either ruminating about the past or worrying about the future, and this has a profound effect on our moods. Instead, fully participate in what is happening right now. This is particularly true if you are feeling good. Be aware of what you are experiencing and what exactly is making you feel good. It could be as simple as a task that you particularly enjoy. Becoming aware of the things that make you feel good will help you understand how to get back to those good feelings.

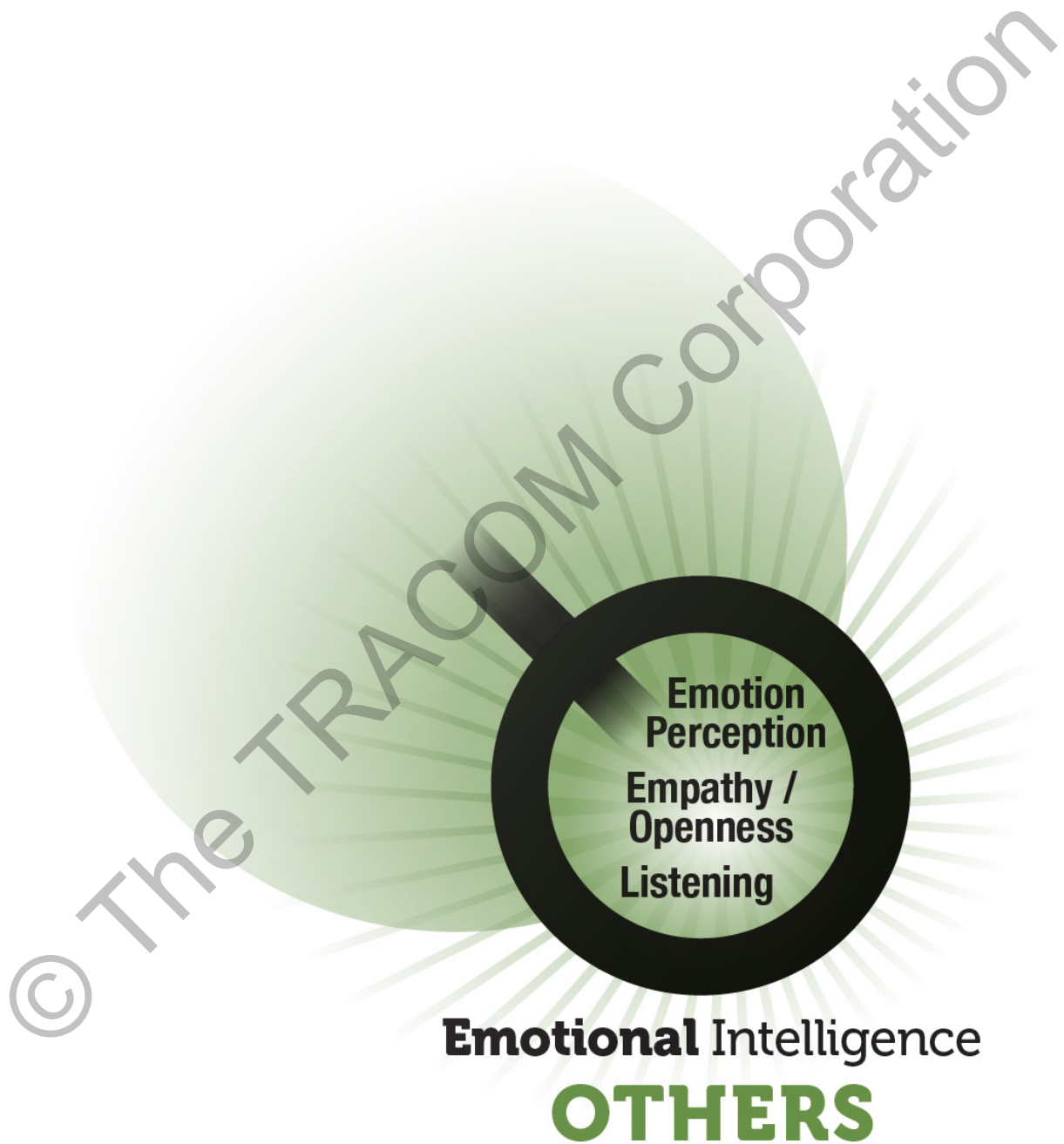
Remind yourself of what you have.

People often compare themselves unfavorably to others. There are many more examples of why you can be grateful. For example, there is no shortage of natural disasters in the world. The fact that you woke up this morning and were not affected by a tsunami or wild fire is reason to be happy.

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Emotional Intelligence - Others



Emotion Perception

Emotion Perception measures the ability to perceive and understand the emotions that others are expressing, through both verbal and non-verbal messages.

People with High Emotion Perception

- Pay close attention to the signals that others are giving, which allows them to understand others' emotions, motives, and concerns
- Anticipate how others will feel about different situations or issues, which aids in their ability to prepare for people's reactions
- Can spot the underlying feelings of others and can tell if people are upset or close to becoming angry

Recognizing and understanding others' emotions is mostly about watching and listening. Carefully pay attention to others. Watch for their body language and especially for facial expressions that convey what they are feeling and thinking. Listen not only to what they say but also how they say it. What are the words they emphasize? Are they rigid or relaxed? Practice doing this for a whole day. Then do it for another day. Soon it will become a habit and you will be skilled at recognizing others' emotions.

Outside of work, practice paying attention to others.

Public places such as airports and shopping malls are especially good for people watching. Without being intrusive or creepy, watch people in conversation with one another. Can you guess what they are feeling or the messages they are trying to convey? Pay special attention to facial expressions and physical gestures. As a way to gain practice, assign one channel of communication - tone of voice or body language - and focus on this for a full day. Try to objectively observe others and focus on your assigned channel. Describe to yourself what people's tones are communicating, or pay attention to how people orient themselves when talking with one another and what this conveys.

We can feel the pain of others.

A 2013 University of Virginia study strongly suggests that we are able to empathize more easily and feel the pain of people who are close to us – friends, spouses, lovers – as we see them as an extension of our very selves. Research concluded that seeing our friends in pain has the same effect on our brains as if we felt the pain ourselves. With strangers this is not the case, however the closer we get to someone the more they become “part of us.”

Seek understanding by asking.

If unsure of how others are feeling or responding to you, and if it is appropriate, simply ask how they are feeling. This can be especially helpful for people who are hesitant to express themselves. For example, if making a change in policy, ask “What concerns do you have about the change in policies?”

Take a training program or self-study.

If you are very serious about learning how to decipher people's emotions, training programs are available. A good starting point is to learn about Paul Ekman and his famous studies and training programs (www.paulekman.com).



Empathy/Openness

Empathy/Openness measures the ability to consider someone else's perspective. It is an indicator of the willingness to take an active interest in others' viewpoints and to display openness to their perspectives.

People with High Empathy/Openness

- Are highly aware of others' perspectives, largely because they actively seek out others' opinions
- Interact effectively with others because they go out of their way to understand issues from others' points of view
- Develop meaningful relationships due to their awareness and understanding of others

Whether we realize it or not, we negotiate almost every day. In fact, many of our interactions are forms of negotiation—how much to charge for a product; the deadline for a project deliverable; where to eat lunch. When negotiating, understanding others' opinions and perspectives will result in a better solution, and one that benefits both parties. It is not enough to know that others see things differently from you. Instead, you have to understand the emotional strength of their opinions.

Slow down and reserve judgment.

When interacting and listening to others, pause and consider their perspectives before making a judgment or giving your opinion. It is human nature to make quick decisions and judgments, so it takes conscious effort to avoid this. When possible, take some time to reflect on others' opinions before making decisions or acting. This is especially important in emotionally charged scenarios.

Regularly ask for others' opinions.

Make it a point to ask about others' opinions and perspectives. Though it seems obvious, there is no better way to understand what others are thinking and feeling than to ask them. Be sure to solicit people's thoughts in a non-threatening way; be neutral. For example, ask "What are your thoughts or concerns about this?" instead of "Any questions?" If you ask the right types of questions, you are more likely to get people's opinions.

Read fiction.

Research shows that when we read about fictional characters we immerse ourselves into their lives and stories, and we empathize with them. In essence, reading fiction is exercise for our empathy muscles. This happens in a similar way that visualization affects the same neural circuitry as the actual physical behavior. Though it has not been studied, watching movies may serve a similar function.

Show openness with your body language.

Be aware of your body language when interacting with others, since this can have a large influence on how others perceive you and your openness towards them. When you want to understand someone and help them communicate with you in an open manner, be physically open. For example, place your hands in a neutral position as opposed to crossing your arms, and nod your head on occasion to show your understanding. Show an active interest in what the person is saying through your facial gestures and eye contact.

Listening

Listening measures the ability to accurately listen and display an understanding of what is being communicated.

People with High Listening Skills

- Do not allow themselves to be distracted when interacting and listen carefully to what others are saying
- Interpret the underlying feelings and intentions, in addition to the content, of what others are expressing
- Give people their full attention, which results in others feeling appreciated and understood

Listening is not difficult when you are talking with someone you like and respect about a non-controversial topic. It is more difficult when the subject is sensitive, or when you and the other person are at odds. Try using these tips to navigate a difficult conversation.

Concentrate fully on the person you are talking with.

Do not allow yourself to be distracted, even by things that might seem minor to you (put away the phone!). Though you think you are listening, you are only hearing. Focus on the person and pay attention to how they are communicating, as well as what they are communicating. By reminding yourself to do this regularly, it will soon become a natural habit.

Listen more and talk less.

Many people seem to be more skilled at talking than they are at listening, and some work environments reward this behavior. Retrain yourself to talk less and not interrupt others when they are speaking. Listening is the starting point for understanding others. Research shows that good listening skills lead to trust from others.

Slow down and reserve judgment.

When interacting and listening to others, pause and consider their perspectives before making a judgment or giving your opinion. It is human nature to make quick decisions and judgments, so it takes conscious effort to avoid this. When possible, take some time to reflect on others' opinions before making decisions or acting. This is especially important in emotionally charged scenarios.

Practice empathetic listening.

Develop the skill of empathetic listening to be sure you are correct about the messages you are detecting. Repeat back both the words and the feelings to ensure you understand others' perspectives and to help them realize that you have heard them. For example, "You are feeling really angry about what she said?" Use this type of listening in any situation where emotion is involved. If you practice this, it will become second nature and you will find that your understanding of others increases significantly.



Be the first to listen and the last to speak.

In situations where you are experiencing strong emotions, let others speak first. You will have the chance to express yourself in time, but this allows others to make their points and helps you to understand their opinions. With this understanding, you can then express your own viewpoints.

Take notes.

Sometimes it is important to not only listen but also to remember specifics about the conversation. In these circumstances take notes, if appropriate. Ask permission if there is any chance the person you are listening to will have a concern about your note-taking.

When working with a team, keep a public and visible record.

When in a group, record what is said on a flip chart or white board. This shows you are listening, checks to see whether everyone in the group heard the same thing, and lets the speaker see if you have understood. It also serves as a written record for future reference.

Become a skilled facilitator.

Learn techniques for group facilitation and employ these strategies to help solicit and process group ideas and feedback. For example, record main ideas on a flip chart, verify that what you have written is what the speaker meant, and ask others for their thoughts. You will find that this not only improves your own listening but also increases the ability of the team to listen intently and reflect off of one another.

Learn about people's habitual behavioral styles, called SOCIAL STYLE®.

If possible, take a program to learn about behavioral style. This will help you understand how others, including yourself, typically prefer to communicate and interact at work. You will learn that some Styles express emotion more often and more obviously than others, and this will help you to understand how to listen effectively with people of different Styles. For more information about SOCIAL STYLE, go to tracom.com.

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Behavioral Intelligence - Others



Building Relationships

Building Relationships measures the ability to develop and maintain meaningful and positive relationships with others. It is an indicator of skill at building formal and informal networks and mutually beneficial relationships, building good rapport with others, and instilling a sense of trust.

People with High Relationship Building Skills

- Are skilled networkers, developing contacts and effective relationships with others
- Are trusted by others because they invest time in developing good, positive relationships
- Take time to find common ground with other people
- Are happy to share information about themselves with others

Building good relationships is key to achieving things more effectively at work and is often an area that is focused on less when pressure is applied. A large part of many leaders' roles can be spent diffusing conflict, often brought about by poor working relationships, so this area should not be underestimated in its importance. Below we have detailed some thoughts and ideas on how to create better relationships with those you work with.

Create a great first impression.

You usually have only one chance to do this, yet commonly people let themselves down at this stage. This can quite often be just a lack of preparation, but it is worth taking time to think about the type of impression you want to leave when you first meet someone. Dialogue should be two-way, so do not "just talk" or "just listen" and be prepared to share something about yourself.

Define your key relationships.

List your most important relationships, along with actions you have taken lately that either build or weaken each relationship. Remember that actions that weaken relationships take on more weight than actions that strengthen them (humans have a negativity bias that causes us to focus more intently on negative events than on positive events). Because of this, it takes at several positive actions to counteract the effects of a negative action.

Encourage open feedback with your professional acquaintances.

Ask your colleagues, contacts, customers, and others how you can better help them and, if appropriate, reciprocate by sharing how they can help you. This will strengthen your relationships through increased communication and openness.

Deliver on your promises.

If you earn other people's trust, over time this will strengthen your relationships. In order to do this you need to consistently deliver on your promises and do what you say you will. Trust can be built over a long period of time and can be multifaceted but demonstrating that you can deliver what is needed of you, is a sure way to ensure this happens in a shorter time.



Take time to understand what people are saying.

By listening more than you talk, you will not only make people comfortable speaking with you, but you will also understand others much better (i.e., you will increase your empathy). Think of your best relationships -- are these people good listeners? Clarify your understanding by asking people relevant questions and summarizing back to them to help increase your understanding of what they are saying.

Contact people when you do not need something from them.

You do not want to come across as the person who only reaches out to people when you are in need of a favor. You will be impressed by what you learn when you stay in touch just to stay in touch, and it will strengthen your relationships.

Do something for others.

An effective way of building relationships is to do something for others without necessarily expecting anything back. This could be sending someone an interesting article, putting them in touch with a useful acquaintance or just helping them out. The benefit of doing this is that when you do need something from people, they will be more likely to reach out and assist.

Identify who you would like to build a better relationship with.

Identify steps you will take to develop these relationships and write down your plan. For example, ask the person to have lunch with you and then make a habit out of this by having lunch once every month. This will lead to more informal interactions and will enhance your relationships.

Keep a database of your contacts.

With social networking sites and customer relationship management (CRM) software, this has become easier in recent years. Though it might seem contrived at first, this is a very good way of staying in touch with people and remembering things about them. If you keep your own database, make a record of your conversations and aspects of people's lives that are important. This will also enhance your memory by reviewing people's "files." Develop a routine of contacting people on a regular basis just to check in.

Influencing Others

Influencing Others measures the ability to effectively persuade others. It indicates the capacity to present information in an influential way and use indirect methods of influence to build support.

People with High Influencing Skills

- Are persuasive and present their opinions in such a way that helps influence others to their viewpoints
- Appear to have confidence in their work and opinions
- Are sought out by others for guidance on issues
- Influence people based on their priorities and needs

Why are some people able to effectively influence others more successfully than their counterparts? Below are some ideas on how you can become a more effective influencer, taking into account the various ways we like to interact with others.

Determine your goals for influencing others.

The first step in understanding how to be influential is to be clear on your reasons and outcomes. This will be invaluable in determining your strategy. Is it because you have an idea that you think would benefit the organization or department? Is it because you feel that you are perceived as a follower rather than an initiator? Is it because you want to have more influence as a way to promote yourself?

Develop good organizational awareness.

If you want to have greater influence, it is imperative to understand your organization's strategy and goals, the various stakeholders and their formal positions, and reporting relationships among people. For key individuals, learn about their personal and departmental priorities. This will help you understand whom you need to influence and how to approach them based on their own goals and imperatives.

Develop your influence strategy, and write it down.

Determine the key people who will be involved, how you will need to coordinate your efforts across these people, and time frames. Write down your strategy and the details you will need, to implement the plan. Set specific goals for yourself. For example, "I want to develop a new strategy for managing purchase orders that will increase efficiency and decrease the current workload. I will present my ideas to the two most important stakeholders, with a goal of influencing them to accept my proposal and implement it by the beginning of April. By doing this, they will begin to view me as a creative person with meaningful ideas and input." Writing down your goals and plan will be invaluable for fulfilling your objectives.

Pay careful attention to people's individual differences.

People have different ways of approaching their work, making decisions, and communicating. Therefore, they are also influenced in different ways. For example, some people think very logically, so they are best influenced by showing them that you have taken a rational approach to your proposal and that you have clear evidence to support your viewpoints. Others are more spontaneous and will



be influenced less by details and more by the big picture and excitement of your proposals. You can learn about these common differences and communication strategies through TRACOM's SOCIAL STYLE® materials (see tracom.com).

Show people how your ideas will positively affect their own concerns.

Selling the benefits of an idea, potential outcome, or a course of action is not just about telling. An important part of the process is to listen to the problems or concerns of others carefully and tailor your message to show how you can provide solutions that can positively affect them and ultimately solve their problems or address their concerns.

Be aware of your own personal style and potential limitation.

Just as you need to be aware of others' Styles, you need to be cognizant of your own Style and behavior. For example, if you are an introverted person, or if for any reason you are uncomfortable sharing your ideas during meetings or verbally asserting yourself, you will need to find other ways to influence. It might be advantageous for you to coordinate your efforts through a combination of email and individual discussions. You can send your ideas through email and follow-up with scheduled meetings with specific individuals. This allows others a chance to read your broad ideas and then have you describe the ideas in more detail in person.

Develop solid relationships with others.

There is no substitute for having strong relationships and good networks of colleagues. People who know you and trust you are much more likely to listen to your ideas than people you only know casually or through formal channels. Review the section on "Building Relationships" for specific advice on this topic.

Be prepared to bargain or trade.

This is pretty straightforward—you offer something in exchange for something else. Ideally, it will feel like an even exchange between you and the other person.

Rehearse what you are going to say.

Take time to build up an effective story in a way that appeals to the person you are trying to influence. It should contain the key message of the benefits to the other party and a clear representation of what things will be like if they choose to adopt your ideas, thoughts or strategy. Using emotive or visual language such as "Imagine what this will be like when..." or "So you will feel happy that...", can be effective in getting people envision the future state.

Know your subject area.

If you want to influence people you need to sound credible. Take time to plan your message and get to know your subject. Ask yourself: What back up data do I need? What questions might I get asked?

Influencing Others — continued

Use testimonials and evidence of prior success.

Making many decisions in organizations can be fraught with risk and changing from tried and tested methods is sometimes seen as very risky indeed. You need to assure people that they are taking less of a risk, by adopting your idea or proposed course of action, by making sure that they are not the first to do this. Testimonials and evidence of prior success can be effective in achieving this.

Create a catalyst for action.

If you need to influence someone or a group of people you will need something to create action. This could be a fixed date of a rollout of a project, a day when something goes live or an office move date. Without a catalyst, inspiring people to action is more difficult.

Learn about principled negotiation.

If you are involved in a high-stakes form of influence, or if you are encountering resistance from others whom you are trying to influence, a helpful way to gain tips and techniques is to read books on negotiation, in particular those that cover “win-win” strategies. An especially helpful resource is “Getting to Yes” by Roger Fisher and William Ury, co-founders of the Harvard Negotiation Project. They outline the process of principled negotiation, a technique that is hard on the merits and soft on the people. Search the internet for “Harvard Negotiation Project” for more information on this topic.

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Motivating Others

Motivating Others measures the ability to motivate and guide others toward a vision or goal. It indicates the capacity to take a leadership role as needed, regardless of formal position, and guide the performance of others.

People with High Motivation Skills

- Frequently take a leadership role or provide direction to others
- Are looked to for guidance and direction
- Are seen as leaders, even if this is not their formal role
- Inspire others to take action that supports their goals and plans
- Have a significant impact on others

Whether we manage people or not, we will all be responsible in part for motivating people that we work with on a regular basis. This can sometimes mean we are used as a sounding board for concerns or to provide some positive input. Below are a range of ideas that can help you more effectively motivate those people around you and create a more positive working environment.

Learn what motivates others.

A common mistake is to assume that what motivates you will also motivate others. If you are motivated by the personal recognition you receive for succeeding on a project, do not assume that offering such recognition to others will be enough to motivate them to succeed. All people have different things that they value, and it is these things that will motivate them. Some people are motivated by achieving goals, others by learning new skills, others by having control and authority, and others by working with a team of people or a combination of these. Find out what is important to each person you want to motivate. Rather than guessing at what motivates others, take the time to ask them what is important to them and what motivates them. It will typically be something they strongly value.

Set goals to motivate others.

Setting goals with people can be highly effective and is one of the most fundamental methods for motivating individuals. In particular, goals that are difficult but achievable, specific, and accepted by the person result in better performance than “do your best” or easily achieved goals. The key is to be clear about the expected level of performance, keeping in mind that though goals should be challenging, the difficulty of the task should match the ability level of the person. The way in which you set the goal will heavily influence the person’s commitment and if possible, set them through participation, allowing the individual to have input into the goal. If you are assigning a goal to a person, as opposed to jointly developing it, be sure to provide a rationale as to the purpose of the goal and why it is important (i.e., “tell and sell”). This will result in more commitment than simply assigning a goal without explanation. As the person works towards the goal, be sure to provide enough feedback so the person can stay on track.

Motivating Others — continued

Take responsibility for a project or one part of a larger project.

This will give you the opportunity to take a leadership role. As leader of a project, others will rely on you for guidance, direction, and decisiveness. If you have limited or no experience in this role, this will provide you with experience that you can build upon. Keep in mind that as a new person in the role, you might find some aspects of leadership uncomfortable, or there may be times when you do not know the best course of action. This is common for new leaders and such challenges can be learning points for you. If you are in a position to provide guidance to others, be certain that you are personally clear on the goal. You will not be able to motivate others to achieve objectives unless you yourself are clear on exactly what needs to be accomplished, and why. Communicate to others a clear goal, the reasons why the goal is important, and the steps you will take to achieve the goal. Be sure that you connect people's personal work and efforts to the larger goal.

Give others experience and also feedback.

Motivation is enhanced by having positive experiences and success, which can result in higher self-confidence. Allowing people to tackle a task and gain adequate experience, in tandem with effective feedback can help people gain confidence in a task and ultimately improve their overall motivation. Whether you are delivering praise or criticism, it helps if this is delivered in a positive way, generally in private if the feedback is negative. When giving feedback positively, you also need to consider things such as your tone of voice, open posture, and appropriate eye contact, if you want to truly motivate others.

Communicate your vision and provide direction.

If you are in a leadership position, it is important to clearly set direction for your followers. In particular, developing policies and communicating a vision can impact the motivation of others. It is no surprise in employee engagement surveys that poor communication is cited as one of the key elements in an unhappy workforce. Keep your staff informed, but also remember that communication is two way and that involves getting input as well.

Create the right atmosphere.

Whether you are the formal leader or the leader of a project, or not, it is important to remember that your mood is contagious and can heavily influence the collective mood of the team and their motivation. Even during difficult times, your display of realistic optimism and perseverance will communicate to others that challenges can be overcome and that success can be achieved. Creating a culture of open participation can also be effective in raising the collective motivation of a team, as well as creating an equitable environment where people feel valued in their roles. There is no surprise that highly motivated individuals feel empowered, yet this empowerment comes from people who lead them.

Allow people to make mistakes.

We are not asking you to let people make monumental mistakes that risk lives, but we invariably learn by trial and error and sometimes learning from a mistake is a powerful lesson that can be harnessed. Create a blame free culture where people take accountability and can admit mistakes as well as the learning this has given, as well as the practical reasons why this will not happen again. Everyone makes mistakes, but how you deal with it is the differentiator.



Flexibility

Flexibility measures the ability to adapt to new circumstances. It indicates the capacity to manage multiple demands and changing priorities, and flexibility in how a person views events, as well as their ability to change their thoughts and behaviors as circumstances change.

People with High Flexibility

- Are highly adaptable to new or changing situations
- Anticipate and prepare for change
- Are mentally flexible in their ability to think through issues
- Recognize the need to alter their chosen course when it is clearly necessary

With ever-changing demands and priorities, it's not always easy to be seen as being flexible when plans change or there is an element of organizational change that directly affects you. How you demonstrate your flexibility in adapting to changing environments is crucial in the modern working environment. Below are some techniques to help you with this area.

Determine where you have control and act on that.

When change occurs, especially when we perceive it as particularly difficult or unwelcome, we can sometimes feel overwhelmed and powerless. However, there are typically some aspects of even unwanted change that we have some control over, or at least a voice in. Determine which aspects of the situation you have some control over. Even if these seem minor, it can help you to have authority in certain areas. The key is to then act on those areas where you have control.

Plan for change.

One way to increase your flexibility is to plan for change, or disruptions to the status quo. As the saying goes, "live for today, but plan for tomorrow." Take time to think through the possible implications of current events or initiatives within your organization, as well as what are the most likely or possible next steps or consequences? Prepare for different scenarios by developing your own plan-of-action. This way you will be well prepared for any disruptions, even if they do not occur, which in turn can lead to greater peace of mind knowing that you are prepared for different eventualities.

Mentally reframe change and focus on the positives.

Change is a certainty, but how you react to it is a choice. If you are having difficulty with some sort of change in your life, try to mentally reframe the experience. When change is forced upon you, one of the most positive things you can do is help yourself experience the potential benefits. It is easy to focus on the potential negatives, but what are the positives? For example, if a change is forcing you to make significant changes in your work or job role, this can be viewed as a disruption and potential threat. But there are almost always opportunities in this type of disruption and change. Maybe there is opportunity to learn new skills that will help in your career, or to work with new people which might open up new opportunities.

Flexibility — continued

Take time to respond to difficult demands.

It is very easy to respond negatively to difficult demands and it can be prudent to just reflect before immediately responding. When you find yourself resisting new information or circumstances, instead of relying on your usual thoughts and actions, reflect on what you are thinking and doing. Are there other alternatives that you are not considering? Are you listening to others' perspectives? Are there additional resources where you can discover new information on this topic? Taking the time to answer these questions will increase your flexibility and creativity.

Break your habits.

We are creatures of habit, spending up to 40% of each day on activities that are entirely habitual and that require no decision-making or active thinking. Think of that the next time you're driving home, it is no surprise that most car accidents occur close to home or in busy periods, even if you factor the increased traffic. In order to be more flexible, we sometimes have to actively change our accustomed ways of doing things. In this way we will also need to develop our Innovativeness (See next section).

Ask for help.

All of us have times when we need help and guidance. When feeling overwhelmed by multiple demands, request support from others. On a personal level this can help relieve your personal stress, but also it is likely to result in more effective and creative outcomes.



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Innovativeness

Innovativeness measures the capacity to generate novel ideas and to be open to new information. It is an indicator of the ability to take new perspectives in one's thinking, seek out ideas from various sources, spawn new ideas, and encourage others to be creative.

People with High Innovativeness

- Can usually develop unique ideas and solutions
- Are open to new ideas and perspectives in the way they think or solve problems
- Encourage others to show their own creativity, especially if they are in leadership roles

You may feel some people are more creative than others, however innovativeness is about more than this. To be innovative you need to recognize that this can be bringing about your own ideas as much as recognizing and creating a forum or platform for the ideas of others. It is also recognizing that working in a broader group of people can bring about the most innovative of solutions and that everyone can add something to this process.

Diversify the people you work with.

Research shows that teams with diverse members increase their abilities to generate novel ideas and solutions. To the extent that you can influence team membership, include people with a variety of backgrounds and experience, people from different departments, people with different thinking and behavioral styles, ages, and so on. Although it may increase the time needed to make decisions, it will result in more creative solutions. It will also ensure that multiple perspectives are accounted for, which can decrease the need to revisit issues in the future.

In order to create something new, you need to have a firm understanding of the status quo.

Albert Einstein had mastered the field of physics before he changed it, and Steve Jobs was an expert in computer design when he invented new devices that changed how people interact with technology. If you are working on something that is important to you and your company, immerse yourself in the topic. This will not only give you a high level of understanding, but will also provide insight about areas that can be changed and improved upon.

Relax.

Once you have immersed yourself in a topic and studied it carefully, it is helpful to detach yourself from the problem. Many famous "Eureka" moments have come when people allowed their minds and energy to wander from the problems they were working on. Albert Einstein took naps or played the violin. The point is to allow your subconscious mind the opportunity to incubate on the problem. By flexing your creative muscle, then relaxing it, you will achieve results.

Innovativeness — continued

Utilize mind mapping techniques.

A mind map is a diagram used to visually outline information and is typically created around a single word or concept, placed in the center, with associated ideas, words and concepts added. Categories can represent words, ideas, tasks, or other items related to a central concept. Our brain is not designed to work with linear information, such as lists, but to make multiple neurological links. Mind mapping techniques are not just useful for creativity, but also for remembering large amounts of information and creating broader project plans, to name a few. Software tools for mind mapping are available on the internet. (For a comprehensive book on mind mapping please read Tony Buzan – *Mind Mapping*)

Conduct a “pre-mortem” exercise.

After developing a plan or course of action, tell the team: “It is exactly one year in the future. We have implemented the plan exactly as designed, and it has been a failure. Take five minutes to write down what went wrong.” This exercise can be very effective for surfacing issues and ideas that had not been considered during the planning phase. It forces people to think creatively and look for problems and solutions.

Get some exercise outside.

Research shows that regular exercise can enhance mental clarity. You do not have to exercise excessively but this could be just a 15-minute walk to allow yourself to focus on your immediate surroundings. According to research the most productive color for creativity is green. You might be surprised at how much this frees your mind to flow freely, even hours afterwards.

Try thinking out loud.

Believe it or not, research shows that talking out loud while trying to solve problems actually increases people’s ability to develop better solutions. Language is not only a mechanism for communicating with others, but also aids in more creative and flexible thinking. So if you are the type who keeps your thoughts to yourself, start to speak out loud in a quiet voice when trying to solve a problem. If you do this often enough, you might increase your mental flexibility and acuity.



SELF

Emotional Intelligence



Self-Control

Stress Management

Conscientiousness

Optimism

Behavioral Intelligence

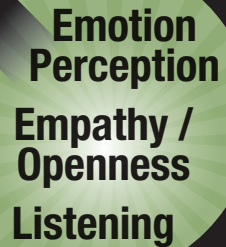
Building Relationships

Influencing Others

Motivating Others

Flexibility

Innovativeness



Emotional Intelligence

OTHERS

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Additional Resources

Internet Resources and Articles

- » *Is Giving the Secret to Getting Ahead?* by Susan Dominus
<http://www.nytimes.com/2013/03/31/magazine/is-giving-the-secret-to-getting-ahead.html?ref=psychologyandpsychologists&r=0>
- » Free positive psychology products from The Happiness Institute
<http://thehappinessinstitute.com/freeproducts/>
- » *12 Guidelines for Deciding When to Persist, When to Quit* by Rosabeth Moss Kanter
<http://blogs.hbr.org/kanter/2012/10/12-guidelines-for-deciding-whe.html>
- » *The Luck Factor* by Richard Wiseman
http://richardwiseman.files.wordpress.com/2011/09/the_luck_factor.pdf
- » *Mastering the Art of Conveying Confidence* by Sue Shellenbarger
blogs.wsj.com/atwork/2013/08/22/mastering-the-art-of-conveying-confidence/
- » *Stanford Studies Monks' Meditation, Compassion* by Meredith May
<http://www.sfgate.com/health/article/Stanford-studies-monks-meditation-compassion-3689748.php>
- » *Meditation May Increase Gray Matter*, Science Daily
<http://www.sciencedaily.com/releases/2009/05/090512134655.htm>
- » *Neuroplasticity*, <http://en.wikipedia.org/wiki/Neuroplasticity>

Books:

- » *The Emotional Life of Your Brain* by Richard Davidson
- » *Don't Sweat the Small Stuff at Work* by Richard Carlson
- » *Learned Optimism* by Martin Seligman
- » *Flourish* by Martin Seligman
- » *Authentic Happiness* by Martin Seligman
- » *Positivity* by Barbara Frederickson
- » *Flow: The Psychology of Optimal Experience* by M. Csikszentmihalyi
- » *The Resilience Factor* by Karen Reivich and Andrew Shatte
- » *Happiness: Unlocking the Mysteries of Psychological Wealth* by Diener and Biswas-Diener
- » *What Got You Here Won't Get You There: How Successful People Become Even More Successful* by Marshall Goldsmith and Mark Reiter
- » *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson
- » *Stumbling on Happiness* by Dan Gilbert
- » *The How of Happiness* by Sonja Lyubomirsky
- » *Coaching Resilience Practical Positive Psychology* by Green and Humphrey
- » *Give and Take* by Adam Grant

Apps

- » *Anxiety Mint* (Jason Pegg): A Cognitive Bias Modification (CBM) app designed to reduce anxiety.
- » *Let Panic Go* (James Henry): Designed to interrupt the cycle of thoughts that fuel a panic attack.
- » *Relax - Silva* (Mindvalley, LLC): Described as the lazy person's way to relaxation.
- » *CBT Referee* (Andrew Arrow): Cognitive Behavioral Therapy (CBT) app.
- » *GoalsOnTrack* (Vancouver IT Services): Goal setting/personal development app.
- » *Don't Break the Chain!* (Clement Beffa): App helps you track your daily progress towards important goals.

Videos

- » One Minute Meditation
<http://www.youtube.com/watch?v=F6eFFCi12v8>
- » Dr. Kelly McGonigal discusses how to make stress your friend
http://www.ted.com/talks/kelly_mcgonigal_how_to_make_stress_your_friend.html
- » Dr. Amy Cuddy discusses "Power Poses"
http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are.html
- » Dr. Dan Gilbert discusses the Surprising Science of Happiness
http://www.ted.com/talks/dan_gilbert_asks_why_are_we_happy.html

The Importance of Behavioral EQ

There is considerable research that supports the importance and the impact of Behavioral EQ. TRACOM offers additional resources including EQ whitepapers, webinars and research.

Visit www.behavioraleq.com for more information.

The Consortium for Research on Emotional Intelligence in Organizations compiles research on EQ.

Visit: <http://www.eiconsortium.org> for more information.

Below are samples of some supporting research.

Difference between star and average performers

Bar-On, R., Handley, R., & Fund, S. (2006). The impact of emotional intelligence on performance. In Linking emotional intelligence and performance at work: Current research evidence with individuals and groups. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

This study reports results from research with the United States Air Force (USAF). In the USAF, groups of recruiters were broken into high performers (exceeded 100% of their annual recruitment quotas) and low performers (met less than 80% of their quotas). High performers had significantly higher emotional intelligence scores than low performers. Prior to this study, the USAF was losing \$3 million per year due to recruitment mismatches. After one year of using an EQ screening tool for hiring recruiters, the USAF cut financial losses by 92%, or \$2,760,000. A more comprehensive study within the Israeli Defense Forces (IDF) showed similar results, relating EQ to performance among soldiers, soldiers chosen for elite flying units, and leadership potential.



Applies across cultures and occupations

Mount, G. (2006). The role of emotional intelligence in developing international business capability:

El provides traction. In *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

This was an in-depth field study of the role of EQ in five work roles in a major international petroleum company with extensive international operations. The work roles were corporate strategist, international business developer, international negotiator, international business services manager, and international asset construction project manager. This study is notable because the international petroleum industry does not traditionally place value on employee skills that are not technical or financial.

Results showed that 10 core skills differentiated superior from average performers across the five work roles. Seven of these are EQ skills, including self-confidence, self-control, and empathy.

The author proposed that there is an interaction between EQ and IQ (cognitive intelligence). Specifically, he believes the EQ skills create an environment that enables IQ and technical knowledge to be used effectively (traction), resulting in an organizational capability to achieve international business success.

Sala, F. (2006). The international business case: Emotional intelligence skills and important business outcomes. In *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

The author conducted three field studies relating EQ to work performance in (1) South African insurance call center employees, (2) sales agents in the United Kingdom, and (3) business school graduates from Istanbul University in Turkey, 11 years after their graduation. In each study, performance and outcome measures were significantly correlated with EQ skills. Notably, this was true across cultures and job types.

Linked to critical business measures and individual success

Bar-On, R., Handley, R., & Fund, S. (2006). The impact of emotional intelligence on performance. In *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

See previous synopsis.

Intelligence (IQ) and technical skills are often entry level requirements

Mount, G. (2006). The role of emotional intelligence in developing international business capability: El provides traction. In *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

See previous synopsis.

Behavioral EQ becomes more important over the course of a career

Cavallo, K. & Brienza, D. (2001). Emotional competence and leadership excellence at Johnson & Johnson: The emotional intelligence and leadership study. Downloadable at www.eiconsortium.org.

A study was conducted on 358 managers across the Johnson & Johnson Consumer & Personal Care Group (JJC&PC Group) globally to assess if there are specific leadership skills that distinguish high performers from average performers. More than 1,400 employees took part in a multi-rater survey that measured a variety of skills associated with leadership performance including those commonly referred

to as Emotional Intelligence. Results showed that the highest performing managers have significantly more “emotional competence” than other managers.

Sala, F. (2001). It's lonely at the top: Executive's emotional intelligence self (mis) perceptions.

Downloadable at www.eiconsortium.org.

The author examined over 1,000 individuals from a variety of industries and functions (e.g., finance, human resources, research and development, sales, marketing, technical, manufacturing, executive/general management, etc.). Participants were divided by job level, ranging from entry level individual contributor to senior level manager (six levels were examined). Participants were evaluated using the multi-rater version of the Emotional Competence Inventory (ECI).

Results showed that higher level participants consistently rated themselves higher than others, and that lower level participants were more likely to see themselves as others see them. The results of this study demonstrate that higher-level employees are more likely to have an inflated view of their emotional intelligence skills and less congruence with the perceptions of others who work with them often and know them well than lower-level employees. Previous research has established that high performing managers tend to have more accurate self-perceptions. That is, high-performing individuals' self-perceptions tend to match the perceptions/ratings of others. Therefore, helping managers and executives better understand how they are perceived by others can have significant implications for performance improvement.

Behavioral EQ is important for those in non-leadership positions

Elfenbein, H. (2006). Team emotional intelligence: What it can mean and how it can affect performance.

In *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups*. Druskat, V. Sala, F. & Mount, G. (eds.). Lawrence Erlbaum.

The author conducted two studies, one that examined EQ as an individual resource that team members bring to a team, and the second examined EQ as patterns of interaction within a team. These studies found that teams with members scoring high in EQ, measured as emotion recognition in this case, performed better than teams whose members had lower EQ. Further, teams with similar levels of EQ performed better than teams whose members had variable levels of EQ.

Joseph, D. L., & Newman, D. A. (2010). Emotional intelligence: An integrative meta-analysis and cascading model. *Journal of Applied Psychology*, 95(1), 54-78.

This is a comprehensive meta-analysis of research on emotional intelligence. It shows that EQ is related to work performance for people at varying levels within organizations. Notably, it finds that the behavioral skills (e.g., self-control, conscientiousness) are most relevant for performance, versus the emotional skills (e.g., self-awareness, emotion perception).

Behavioral EQ can be learned and developed

Cherniss, C., Goleman, D., Emmerling, R., Cowan, K., & Adler, M. (1998). Guidelines for best practice.

Available for download at www.eiconsortium.org.

This report presents 22 guidelines that represent best practices about how to promote emotional intelligence in the workplace. They apply to any development effort in which social and emotional learning is a goal. This would include most management and executive development efforts as well as



training in supervisory skills, diversity, teamwork, leadership, conflict management, stress management, sales, customer relations, etc.

These guidelines are based on an exhaustive review of the research literature in training and development, counseling and psychotherapy, and behavior change. The guidelines are additive and synergistic; to be effective, social and emotional learning experiences need not adhere to all of these guidelines, but the chances for success increase with each one that is followed.

Sala, F. (2002). Do programs designed to increase emotional intelligence at work – work? Available for download at www.eiconsortium.org.

Two samples participated in a Mastering Emotional Intelligence (MEI) workshop. Sample 1 consisted of 20 participants who were assessed twice on a measure of emotional intelligence, with 8 months between assessments. Half of these participants (10) were Brazilian managers from a large consumer retail organization, undergoing the training as part of a developmental process. The remaining 10 participants were Brazilian consultants from a global HR consulting firm, attending the same training session to familiarize themselves with the MEI program. Sample 2 consisted of 19 participants from a large U.S. government accounting organization, with 14 months between assessments.

Although limited in its scope due to a small sample size and lack of control groups, this study found significant increases in EQ scores after participants completed the EQ workshop.

Cherniss, C., Grimm, L.G., & Liautaud, J.P. (2010). Process-designed training: A new approach for helping leaders develop emotional and social competence. *Journal of Management Development*, 29(5), 413-431.

The purpose of this study was to evaluate the effectiveness of an EQ leadership development program. The study was unique in utilizing a random assignment control group design. Participants were 162 managers from nine different companies. There were nine different groups with nine managers in each group. Each group was required to follow the identical process. The outcome measure was the multi-rater Emotional Competence Inventory (ECI). Outcome data were collected before the program started, one year later, and two years later. Results indicated, that after two years, the intervention group had improved more than the controls on all ECI variables.

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SELF

Emotional Intelligence



Self-Control

Stress Management

Conscientiousness

Optimism

Behavioral Intelligence

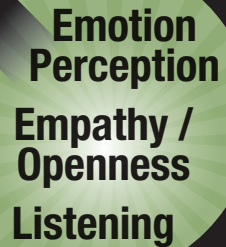
Building Relationships

Influencing Others

Motivating Others

Flexibility

Innovativeness



Emotional Intelligence

OTHERS

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SELF

Emotional Intelligence



Self-Control

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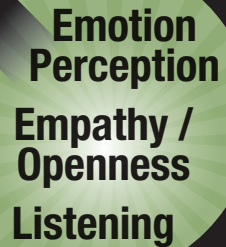
Building Relationships

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Emotional Intelligence

OTHERS

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Individual Commitment Card - Sample

Skill Area to be Developed	Behavioral Commitment (specific, measurable, attainable, relevant, and time-bound)	Why I chose this goal. What is the deeper motivation?	Potential obstacles to achieving this goal and how I will respond to them.	Who will I share my goal with and how will they help me assess my progress?	Re-evaluation date.
Building Relationships	I will list my top four most important client relationships. Every two weeks, I will take one of these clients out to lunch.	I would like to enhance my client's trust in me. When clients trust me, I can be significantly more effective in my work. By developing close relationships with my clients, I can more directly see the results of my efforts. This is very motivating for me.	<p>Obstacle – These kinds of social situations make me anxious (particularly with certain clients).</p> <p>Response – I will evaluate the thoughts I have around this interaction and correct them to ensure they are accurate.</p> <p>Obstacle – I won't find the time.</p> <p>Response – I will re-arrange my schedule to make time for this activity every two weeks.</p>	I will share my goal with my colleague, Sharon. I will ask her to check in with me every month to make sure that I've gone out to lunch with two clients each month.	10 April. At this time, I will assess how helpful this habit has been and whether or not there is a more effective way to connect with my clients.



Individual Commitment Card

Skill Area to be Developed	Behavioral Commitment (specific, measurable, attainable, relevant, and time-bound)	Why I chose this goal. What is the deeper motivation?	Potential obstacles to achieving this goal and how I will respond to them.	Who will I share my goal with and how will they help me assess my progress?	Re-evaluation date.



Team Commitment Card - Sample

Skill Area to be Developed	Behavioral Commitment (specific, measurable, attainable, relevant, and time-bound)	Why I chose this goal. What is the deeper motivation?	Potential obstacles to achieving this goal and how I will respond to them.	Who will I share my goal with and how will they help me assess my progress?	Re-evaluation date.
Innovation	We will meet for one hour each week to develop ideas related to our largest project that enhances its effectiveness and clearly aligns with the company's strategy.	If we can be self-starters, enhance our own project, and develop it with complete freedom, we can not only bring greater meaning into our work, but further our company's objectives as well.	<p>Obstacle – Without specific deadlines or a supervisor to ensure we meet our objectives, we will lose motivation during these meetings.</p> <p>Response – We will ask our supervisor to meet with us once per month to make sure that we are making progress. During this meeting, he can also provide input and make suggestions to enhance our level of innovation..</p>	We will share our goal with our supervisor. He will check in with us once per month to make sure that we are making good progress.	9 May. At this time, we will assess how helpful this intervention has been and what kinds of changes we can make to get the most out of these meetings.



Team Commitment Card

Skill Area to be Developed	Behavioral Commitment (specific, measurable, attainable, relevant, and time-bound)	Why I chose this goal. What is the deeper motivation?	Potential obstacles to achieving this goal and how I will respond to them.	Who will I share my goal with and how will they help me assess my progress?	Re-evaluation date.



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