

every  
woman

DEVELOPING YOUR  
EMOTIONAL  
INTELLIGENCE

WORKBOOK

[www.everywoman.com](http://www.everywoman.com)

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# About this workbook

AT EVERYWOMAN, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For those women starting out or looking to progress their careers, or build and develop their own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges faced at key stages in business. We produce workbooks on topics that matter most to our members, and we're constantly listening to your views to give you the tools you need to propel you through your career, at a time and place that suits you.

In recent times, the role of business leader in our society has undergone a seismic shift. Though it may still exist in corporations, the concept of the Machiavellian or untouchable CEO is rather old hat, feeling more like a caricature that belongs in old movies about Wall Street, than in today's customer-orientated, socially responsible and PR-driven economy.

These days, the business leaders we commonly encounter through the media and in our communities, have, generally speaking, a much more human face. This comes through in a number of ways. For example, they might be very open about admitting their personal and organisational mistakes, or they might talk about their businesses in ways that suggest motivations and values that run deeper than pure profit.

Just as leadership has undergone a makeover, so too has the idea of emotional intelligence and how it can be best utilised in the workplace.

The thinking has shifted away from emotional intelligence [EQ] as a singular workplace skill to be developed, like negotiation or networking. Much more aligned to today's more diverse, inclusive cultures is the idea that EQ is a thread that runs through every aspect of your workplace behaviour. After all, how successful is your negotiation likely to be if you aren't able to clearly define your position while showing an understanding of that of the other party? And what is networking if not a willingness to present the best version of you while showing a genuine interest in others?

In this workbook, you'll learn about the five components of EQ as set out by early thinkers in the field. But you'll also uncover lots of ideas for how these play out in today's workplace.

*Maxine & Karen*

and the everywoman team

THE FIVE COMPONENTS  
OF EMOTIONAL  
INTELLIGENCE DEFINED  
BY AMERICAN PSYCHOLOGIST  
DANIEL GOLEMAN.  
1. SELF-AWARENESS  
2. SELF-REGULATION  
3. MOTIVATION  
4. EMPATHY  
5. SOCIAL SKILLS  
WE'LL EXPLORE EACH  
OF THESE COMPONENTS  
IN THIS WORKBOOK.

Nearly two-thirds (65%) of employees believe EQ is as important as IQ in the workplace. And more than one in five (21%) employees believe EQ has more value in business than IQ.”

SURVEY BY OFFICETEAM, FEBRUARY 2017

# What is emotional intelligence and why does it matter?

MUCH OF TODAY'S thinking around emotional intelligence continues to be grounded in work published by academics and psychologists decades ago. However, the thinking around how these principles are best employed has evolved in line with changing business dynamics.

1990

Yale academics coin term 'emotional intelligence' to describe "the ability to recognise one's own and other people's emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behaviour." <sup>i</sup>

1995

Harvard psychologist Daniel Goleman defines five key traits of emotionally intelligent people: self awareness, self-regulation, motivation, empathy and social skill. <sup>ii</sup>

2012

An IBM survey of leaders finds that collaboration and connecting with customers are the two most sought-after skills in business. <sup>iii</sup>

2015

Researchers find that individuals with higher EQ scores significantly out-earn those with lower emotional intelligence. <sup>iv</sup>

2017

A study finds that children who are taught emotional intelligence at school could be more likely "to succeed and thrive in life." <sup>v</sup>

TODAY

Artificial intelligence expert Tabitha Goldstaub tells everywoman that human empathy skills will be at a premium as more and more practical jobs are taken over by robots. <sup>vi</sup>

## WHAT DOES EMOTIONAL INTELLIGENCE LOOK LIKE?

AS YOU'VE NAVIGATED your career path, you've no doubt encountered individuals you'd categorise as having high emotional intelligence, as well as those lacking in this area. Here are a handful of examples of emotional intelligence in action that you might be able to identify with. >

### What does an emotionally intelligent person do?

THEY KEEP  
A COOL HEAD  
WHEN STRESSED  
OR ANGRY.

THEY INVITE  
AND ACCEPT  
FEEDBACK.

THEY THRIVE  
IN THE MOST  
DIFFICULT  
SITUATIONS.

THEY MAKE  
OTHER PEOPLE  
FEEL GOOD ABOUT  
THEMSELVES.

THEY  
LISTEN.

THEY'RE ABLE  
TO ARTICULATE  
THEIR FEELINGS.

THEY EXUDE  
AN AIR OF  
CALM AND  
SELF-CONFIDENCE.

THEY KNOW  
THE RIGHT  
THING TO SAY  
IN DIFFICULT  
SITUATIONS.



## EXERCISE

1. Think about someone you work with who demonstrates **high emotional intelligence**. Highlight an example of their behaviour that demonstrates this.

2. Think about someone you work with who demonstrates **low emotional intelligence**. Highlight an example of their behaviour that demonstrates this.

# WHY EMOTIONAL INTELLIGENCE MATTERS

A VAST AND credible body of research points towards the fact that organisations that invest in sourcing high-EQ candidates, and nurturing these skills throughout their workforces, reap many rewards.

## What the experts say

"Without [EQ] a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but...still won't make a great leader."

DANIEL GOLEMAN, AUTHOR OF *EMOTIONAL INTELLIGENCE: WHY IT CAN MATTER MORE THAN IQ*

"If you're incredibly smart, you can cover for an absence of emotional intelligence until things get tough for the business. But at that point, you won't have built up the social capital needed to pull the best out of people under tremendous pressure."

HARVARD BUSINESS REVIEW

"Emotional intelligence is the critical factor that sets star performers apart from the rest of the pack. [90% of top performers rate high in emotional intelligence, whereas only 20% of bottom performers score high.]" >

TRAVIS BRADBERRY, AUTHOR OF *EMOTIONAL INTELLIGENCE 2.0*





## EXERCISE

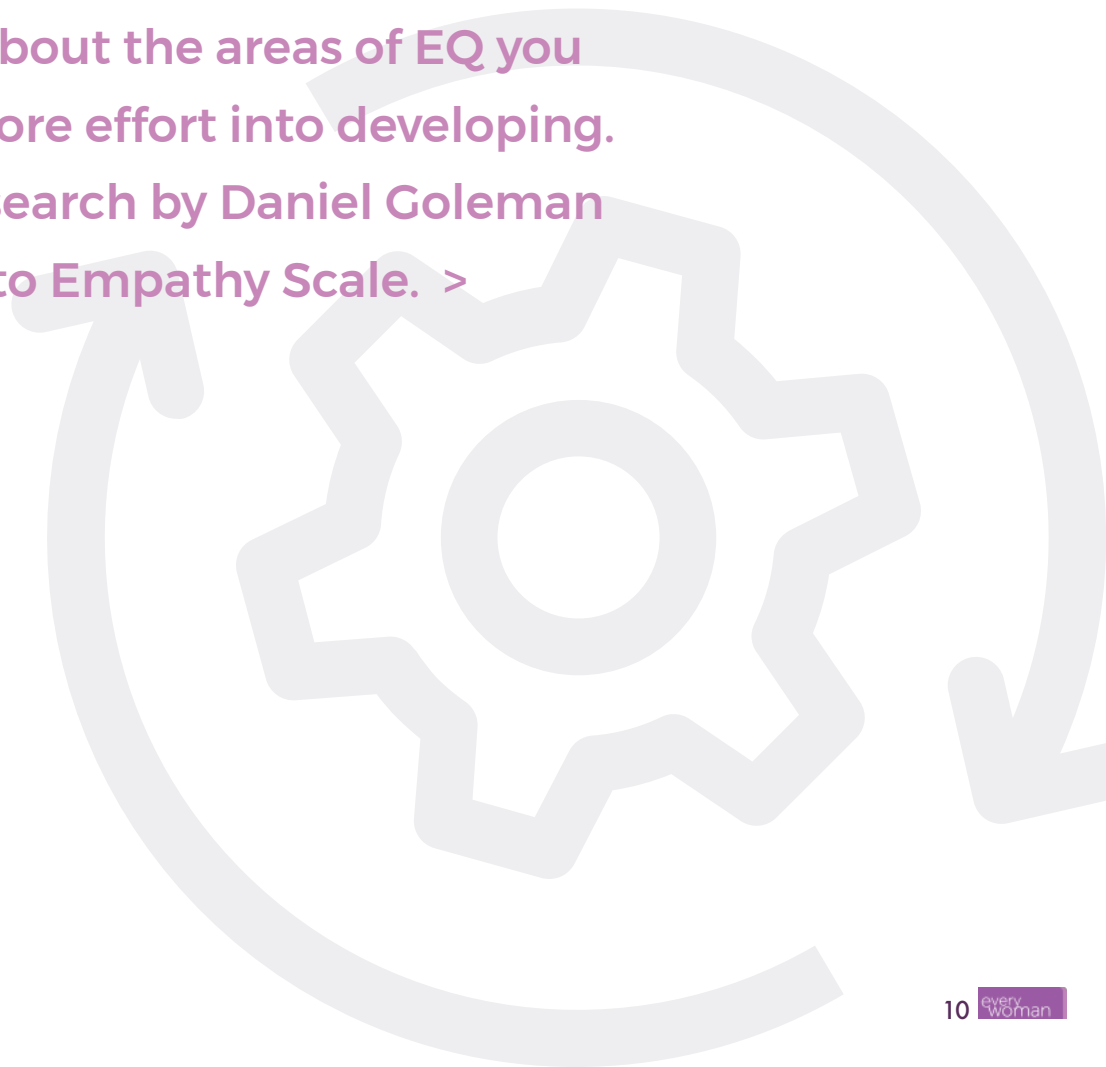
**Thinking about the person you identified as having high EQ in the last exercise, note down any tangible business benefits their behaviours and actions result in.**

A large, empty white rectangular box with a thin purple border, intended for the user to write their notes for the exercise.

IN THE NEXT SECTION, YOU'LL WORK THROUGH EACH OF THE FIVE COMPONENTS OF EMOTIONAL INTELLIGENCE, THINKING ABOUT WHERE YOU MIGHT CURRENTLY SIT ON THE SCALE, AND WHAT YOU CAN DO TO FINE TUNE YOUR SKILLS TO BENEFIT YOUR PERSONAL PROFESSION AND THE BUSINESS YOU CONTRIBUTE TO.

# What's your emotional intelligence quotient?

UNLIKE IQ, EQ isn't something that can be summed up with a single number. Emotional intelligence is harder to define because it's much less tangible. We all know someone who oozes self-confidence, but lacks empathy in their dealings with others. Or someone incredibly driven and self-motivated, who crumbles under pressure. The following quiz is simply a way to get you thinking about the areas of EQ you need to put more effort into developing. It draws on research by Daniel Goleman and the Toronto Empathy Scale. >





STATEMENTS		A LOT LIKE ME			A BIT LIKE ME			NOT AT ALL LIKE ME		
1	I can recognise and articulate my emotions as I experience them.	5	3	0						
2	I am known as a hot head who can fly off the handle when frustrated.	0	3	5						
3	I enjoy setting realistic goals and review them regularly.	5	3	0						
4	When someone else is feeling excited, I tend to get excited too	5	3	0						
5	I get a kick out of connecting disparate individuals from my network.	5	3	0						
6	I welcome constructive feedback from others as a way to improve.	5	3	0						
7	I struggle to soothe myself when I'm angry or upset.	0	3	5						
8	I prefer immediate or short-term gains to longer-term goal planning.	5	3	0						
9	It upsets me to see someone being treated disrespectfully.	5	3	0						
10	I dislike organising groups.	0	3	5						
11	I'm not always entirely clear about my own personal strengths and weaknesses.	0	3	5						
12	My negative emotions can linger, making it difficult to move on.	0	3	5						
13	I get personal satisfaction from doing something well, even when others don't notice.	5	3	0						
14	I get a strong urge to help when I see someone who is upset. >	5	3	0						



15	I avoid confrontation and back away from conflict.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
16	I prefer not to dwell on negative emotions; it's better to put them out of mind and move on.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
17	Others describe me as being a calming influence in volatile situations.	<input type="text" value="5"/>	<input type="text" value="3"/>	<input type="text" value="0"/>
18	Where processes are concerned, I take an 'if it isn't broken, don't fix it' approach.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
19	I become irritated when I see someone cry.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
20	It takes me a long time to build rapport with a new colleague.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
21	I would hesitate to ask my boss for help in case they thought I was not up to the job.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
22	I say or do things when upset that I know I'll regret later.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
23	The more concrete the target, the more determined I am to hit it.	<input type="text" value="5"/>	<input type="text" value="3"/>	<input type="text" value="0"/>
24	I do not feel sympathy for people who cause their own serious illnesses.	<input type="text" value="0"/>	<input type="text" value="3"/>	<input type="text" value="5"/>
25	I see the value in getting to know individuals outside my immediate working environment.	<input type="text" value="5"/>	<input type="text" value="3"/>	<input type="text" value="0"/>
TOTAL		<input type="text"/>	<input type="text"/>	<input type="text"/>

## Your results

In many cases, these will be self-explanatory.

**A low score (less than 50 out of 125)** demonstrates that you need to do some work to develop your emotional intelligence.

**A higher score (over 75)** indicates that you are naturally emotionally intelligent, in which case the deeper analysis of EQ's components that you'll read about next will help you to develop those skills on a more conscious level. If you're surprised that your score is lower than expected, it might be that you are emotionally intelligent in some areas, but are lacking in one or more of the five components.

IN THE NEXT SECTION, YOU'LL LEARN MORE ABOUT THE FIVE TRAITS AND BRAINSTORM IDEAS FOR HOW YOU CAN WORK ON THEM.

# The five traits

GOLEMAN SAID THAT emotional intelligence is made up of five characteristics of equal importance. He also said that it's possible to learn each of these skills, so even someone who innately lacks high levels of any particular trait is able, with focus and effort, to become more adept.



SELF-AWARENESS



SELF-REGULATION



MOTIVATION



EMPATHY



SOCIAL SKILL

TRAIT  
**1**

# SELF-AWARENESS

Ancient Greek philosophers wrote of the importance of “knowing thyself”. It’s easy to understand how this idea plays out in modern business environments. After all, if you don’t understand your own strengths and weaknesses, or the impact that you have on others, you’re at a clear disadvantage in terms of getting ahead.

Daniel Goleman said that self-awareness means “having a deep understanding of one’s emotions, strengths, weaknesses, needs and drives.” While the capacity to employ self-awareness adeptly may be termed a 'soft-skill', encounters with a boss or colleague who lacks this may feel akin to being hit with a blunt instrument.



## UNDERSTANDING YOUR QUIZ SCORES

Questions  
1, 6, 11, 16 and 21  
relate to  
self-awareness.

### The professional benefits of self-awareness in the workplace

**UNDERSTANDING YOUR WEAKNESSES MEANS YOU CAN CREATE A MEANINGFUL PERSONAL DEVELOPMENT PLAN.**

**UNDERSTANDING YOUR STRENGTHS ENABLES YOU TO PLAY TO THEM.**

**KNOWING WHAT YOU'RE ALL ABOUT POSITIONS YOU BETTER FOR SPOTTING GOLDEN OPPORTUNITIES.**

**BEING AWARE OF YOUR EMOTIONS MEANS YOU CAN BETTER MANAGE THEM.**



EXERCISE

**Make a note of any additional benefits increased self-awareness would bring both you and your career, and the business you work in.**

A large, empty white rectangular box intended for the user to write their response to the exercise prompt.

## WHAT DOES SELF-AWARENESS LOOK LIKE?

HALLMARKS OF A SELF-AWARE PERSON	HIGH SELF-AWARENESS EXAMPLE	LOW SELF-AWARENESS EXAMPLE
You recognise how your feelings affect you, others and your performance at work.	You know that you get more and more stressed as a deadline approaches, so you plan your time accordingly.	You find yourself repeatedly side-tracked by a colleague's irritating behaviour.
You're aware of your moods as you experience them.	You notice the physical impact on your body as a stressful meeting approaches, or how light on your feet you feel after receiving glowing feedback.	You don't notice that you're in a bad temper until a colleague comments on your facial expression or body language.
You have a good grasp of your own values and goals.	When faced with a new opportunity, you can evaluate its merits based on how it fits with your long-term ambitions.	You accept a job offer because it offers more money, but further down the line you realise it doesn't fit with your long-term goals.
You are honest and candid about your feelings with regards to work.	You can calmly express your disappointment at not receiving a promotion and ask for leniency while you deal with your feelings.	You struggle to articulate your feelings beyond broad brushstrokes: 'positive', 'negative', 'happy', 'sad'.
You know your own strengths and weaknesses.	In a job interview, you can candidly discuss both past successes and past failures with total honesty.	You prefer to avoid considering your failures and do not accept constructive criticism well.
You seek balanced feedback (for example, in a performance review or project wash-up).	You ask your boss to elaborate on your weaknesses because it gives you opportunities to learn and grow.	You take feedback personally, often taking a long time to recover from the perceived threat of failure.
You know when to ask for help.	You avoid overstretching yourself and have a good grasp of both your own capabilities and your own limitations.	You take on a stretch assignment and find yourself out of your depth, but feel too afraid or embarrassed to ask for additional resources.
You play to your own strengths.	As the most junior person in the room, you know when to sit back and listen, and when you can offer real value by speaking up.	You speak up as often as possible, even when you've little to add; it's your strategy for remaining 'visible'. >



In a study by Hay Group, it was found that:



19%  
OF WOMEN

COMPARED TO

4%  
OF MEN

demonstrate  
strong  
self-awareness  
in the  
workplace

“Developing self-awareness also requires reflection... Schedule time every week on your calendar to reflect on what went well, what did not, and how could you react differently in the future.”

RUTH MALLOY, FORMER GLOBAL MANAGING  
DIRECTOR FOR LEADERSHIP & TALENT, HAY GROUP.

# RAISING SELF-AWARENESS THROUGH JOURNALING

LEADERS TAKE TIME to reflect, to learn from their successes and ensure mistakes translate into lessons. Keeping a work journal is a great way to raise self-awareness. Furthermore, a raft of studies highlight a much broader range of benefits, including reduced stress and increased creativity. <sup>vii</sup> >



## EXERCISE

**Spend 15 minutes finishing the following statements to complete the first entry in your work journal.**

The thing I did today that I'm particularly proud of is...

The thing that surprised me most today is...

The aspect of my workday for which I'm most grateful is...

Today I moved closer towards completing a goal that matters to me by...

If I could change one thing about my day, it would be...

FOR MORE PROMPT QUESTIONS, SEE THE HARVARD BUSINESS REVIEW ARTICLE, 'WANT TO BE AN OUTSTANDING LEADER?' KEEP A JOURNAL.



## TIPS FOR IMPROVING YOUR WORK JOURNALING

Write every day  
for 15 minutes.

Choose your  
timing wisely,  
being guided  
by your ability to  
focus and your  
energy levels.

Challenge  
yourself to be  
completely honest  
— your writing is for  
your eyes only.



## TIPS FOR FURTHER SELF-AWARENESS DEVELOPMENT

Take online  
psychometric  
and personality  
tests.

Regularly seek  
honest feedback  
on your strengths  
and weaknesses.

Challenge yourself  
to uncover  
your blind spots  
through peer  
or mentor coaching.

TRAIT  
**2**

## SELF-REGULATION

THIS CAN BE one of the least understood pillars of emotional intelligence, because it's often misconstrued as a need to hide your true emotions or to behave as though you simply don't have any. You have biological impulses that drive your emotions, and to attempt to do away with them is an impossible task.

A better way to look at self-regulation is to think about managing your emotions for the benefit of yourself and those around you – rather than anger, fear or anxiety controlling you, you control them. “Like an on-going inner conversation,” wrote Daniel Goleman, “[self regulation] is the component of emotional intelligence that frees us from being prisoners of our feelings.” The more adept self-regulators will have learned not only to manage more difficult or negative emotions, but also to channel them into a positive outcome.



### UNDERSTANDING YOUR QUIZ SCORES

Questions  
2, 7, 12, 17 and 22  
relate to  
self-regulation.

### The career benefits of self-regulation in the workplace

**LESS LIKELY  
TO ACT  
IMPULSIVELY.**

**BEING ABLE TO BE  
HONEST ABOUT  
HOW YOU'RE  
FEELING LENDS  
TRUST TO YOUR  
RELATIONSHIPS.**

**BETTER ABLE  
TO IDENTIFY  
AND WORK WITH  
OTHERS' EMOTIONS  
WHEN YOU'RE IN  
CONTROL OF  
YOUR OWN.**

**YOU'RE ABLE  
TO SPOT THE  
DIFFERENCE BETWEEN  
A BAD DAY AND  
SOMETHING MORE  
PROBLEMATIC, AND  
CAN TAKE ACTION  
ACCORDINGLY.**



EXERCISE

**Make a note of any additional benefits increased self-regulation would bring both you and your vocation, and the business you work in.**

A large, empty rectangular box with a light purple border, intended for the user to write their response to the exercise.

## WHAT DOES SELF-REGULATION LOOK LIKE?

HALLMARKS SELF-REGULATION	HIGH SELF-REGULATION EXAMPLE	LOW SELF-REGULATION EXAMPLE
You can control your emotions.	You are aware that you are feeling angry about someone's behaviour, but you can maintain calm enough to find a solution for dealing with the problem.	You engage in knee-jerk behaviours to common emotions (shouting at a colleague with whom you're angry or allowing fear to overwhelm you to the point of inaction).
You instil calm in those around you.	In 2015, Daniel Goleman wrote that self-regulation is the quality of emotional intelligence that "liberates us from living like hostages to our impulses."	Your tendency to fly off the handle or let your negative emotions control you rather than the other way around is mirrored by those around you, particularly juniors.
You are adaptable and agreeable in the face of change.	During a particularly stressful period, you typically weather curveballs better than those around you.	You view massive change as a disruption and find it difficult to see the wood for the trees in a volatile or uncertain situation.
You lead the way in uncertain times.	While colleagues grumble about the implementation of a new technical system, you look at the business benefits and what you can learn from the transition.	You find it difficult to see the long-term benefits of short-term disruption.
You avoid acting impulsively	You defer from making decisions when you know you're upset or not seeing things clearly, for example, when you learn you didn't get a pay rise, promotion or some other opportunity.	You can't resist telling your boss what you really think when you're turned down for a pay rise, even when you know you'll probably regret your words or actions after the event. You fire off an angry email without 'sleeping on it'. >

Self-regulation  
is the quality  
of emotional  
intelligence  
that liberates  
us from living  
like hostages to  
our impulses.”

DANIEL GOLEMAN VIII

## RAISING SELF-REGULATION THROUGH UNDERSTANDING YOUR FRUSTRATIONS AND WORRIES

LIKE MILD STRESS, frustration can be a great motivator and catalyst for change. But when left unmanaged, it can boil over into anger or even aggression. Moreover, such behaviour can often be displaced – targeted away from the source of the problem, towards an innocent bystander (if you've ever had a terse exchange with a colleague only to go home and snap at your partner, you'll know all about 'the frustration-aggression hypothesis', which psychologists use to define the scapegoating behaviour that can define the frustrated employee. Much healthier for your personal and professional lives alike, is to understand what's motivating negative emotions such as frustration, and devise strategies to respond in a way that enables change.

"We tap into something when we're honest about what's going on in our lives." >

SHERYL SANDBERG, COO OF  
FACEBOOK AND AUTHOR OF *LEAN IN*





## EXERCISE

**Thinking about sources of frustration in past or current workplaces, complete the following:**

Main sources of frustration in current workplace

*e.g.: Colleague with a lack of attention to detail.*

What are the driving factors in my frustration?

*e.g.: My own sense of perfectionism.*

Strategies for changing my thinking. Where is the opportunity?

*e.g.: Offer to put the finishing touches to their product for a share in the recognition of the work.*

Worry is another emotion which, in moderation, can ensure you take relevant precautions and avoid risky behaviours. But prolonged or “toxic” worry, says Dr Edward Hallowell, psychiatrist and author of *Worry*, can lead to anxiety, mental and physical stress, and workplace paralysis.



## TIPS FOR NAVIGATING WORRY

### WORRY OUT LOUD

Sharing your worries with a trusted colleague or loved one is much more likely to galvanise a solution mentality than mulling over a problem in isolation.

### FOCUS ON FACTS AND EVIDENCE

Worry is often the result of misleading or absent information. Put your feelings to one side and note down all that you know about a situation. Can you reframe your feelings based on this knowledge?

### STAY ACTIVE

Formulate a plan and take action. Even if it's not the right plan, the only way you'll discover that is by following it. Doing nothing won't change a thing.

### BE KIND TO YOUR BODY AND MIND

Sleep well, eat well, meditate and reach out to those who can provide comfort.

### LET IT GO

Easier said than done, but with steps one to four under your belt, you may find it easier to simply kiss your worries goodbye.

“Worry does not empty tomorrow of its sorrow. It empties today of its strength.” >

CORRIE TEN BOOM, DUTCH WRITER



EXERCISE

**Thinking about sources of worry in past or current workplaces, complete the following:**

My biggest source of worry currently is...

The best person I can share my concerns with is...

The facts and evidence to support my worry are...

My plan of action is...

I will soothe myself by...



## TIPS FOR INCREASING SELF-REGULATION

Explore different methods for controlling negative emotions in the heat of the moment, e.g. breathing techniques.

Consciously reflect on what emotions you're feeling, being as specific as possible in how you label them.

Don't just dwell on the negatives. Focus on positive emotions at work and how you communicate these to others.

Make an analysis of your emotions and how you convey these to others a part of your daily journaling practice.

MOTIVATION IS DIFFICULT to define, but easy to spot in either its abundance or absence. Even individuals with high emotional intelligence can suffer bouts of low motivation. But, by harnessing their emotional intelligence, they are able to get back their equilibrium, to re-energise and refuel their motivation tanks.



## UNDERSTANDING YOUR QUIZ SCORES

Questions  
3, 8, 13, 18 and 23  
relate to  
self-motivation.

### The career benefits of motivation in the workplace

**KEEPING YOUR  
EYE ON THE PRIZE  
MEANS YOU BOUNCE  
BACK QUICKER  
FROM SETBACKS.**

**MOTIVATED  
INDIVIDUALS SET  
THEMSELVES MORE  
GOALS; ACHIEVING  
THEM RESULTS  
IN GREATER  
WORKPLACE  
SATISFACTION.**

**BEING ABLE TO  
SELF-MOTIVATE,  
BETTER POSITIONS  
YOU TO BE ABLE TO  
MOTIVATE OTHERS.**

**UNDERSTANDING  
YOUR PERSONAL  
DRIVERS MEANS  
YOU'RE MORE LIKELY  
TO SPOT THE RIGHT  
OPPORTUNITIES AT  
THE RIGHT TIMES.**



EXERCISE

**Make a note of any additional benefits increased motivation would bring both you and your progression, and the business you work in.**

A large, empty rectangular box with a light purple border, intended for the user to write their response to the exercise prompt.

## WHAT DOES SELF-MOTIVATION LOOK LIKE?

HALLMARKS OF A MOTIVATED INDIVIDUAL	HIGH MOTIVATION EXAMPLE	LOW MOTIVATION EXAMPLE
You constantly seek to improve.	If a process isn't working, you are determined to find a better way.	You grumble about failing processes while seeing a fix as someone else's responsibility.
You like to keep score with yourself.	You enjoy concrete targets, positive reviews and rising numbers as a representation of success, and enjoy the thrill of chasing and regularly evaluating goals.	More comfortable in 'coasting' mode; fuzzy about results and not especially interested in raising the bar.
You take pride in a job well done, setting your personal bar high.	You take pleasure in performing to a high standard, even when the task is unlikely to earn you recognition by others.	You are comfortable with 'average' and doing the bare minimum to get by.
You have deep reserves of energy to draw on.	Even when you're working at full capacity, you can dig deep and find the motivation to try something new or look at something from a new perspective, even relishing the challenge.	You prefer the status quo to the challenge of change.
Your passion is noted by others.	You strive to achieve results when others come to you for things they really want done well. You may even have an infectious nature, inspiring those around you in the process.	You are passed over for sexier projects where drive and a high standard finish are expected.
You relish a challenge.	You push yourself when setting your objectives for the year ahead, while remaining realistic about your strengths and limitations.	You will settle for objectives that you can easily achieve without too much of a stretch. >

## RAISING YOUR SELF-MOTIVATION

One of the first steps to raising your motivation is to spend some time working out what it is that really drives you – the intrinsic and extrinsic values that must be present in your working life in order for you to be happy. We have an entire workbook dedicated to increasing your motivation which guides you through the process of identifying what matters. It requires you to dig deep and answer questions such as:

- What skills and talents are you utilising when you are happy, relaxed and enjoying work?
- **What has been the best feedback you've ever received and why did those particular words matter to you?**
- Of the goals you've achieved in your working life, which have held the greatest personal value for you, and why?
- **When have you taken the biggest risks in your calling and what drove that behaviour?**
- When was the last time you felt truly inspired? What or who lay behind that, and what does it tell you about your own personal value drivers?

If you've struggled with any of these lines of thinking, it's definitely worth tapping into our dedicated resources, '60 minutes to motivation' (see Further reading).

If you feel, however, that you have a solid grasp of your values, what drives you and how these feed into your overarching career goals, the following exercise is designed to help you consciously boost your self-motivation and, with it, your overall emotional intelligence. >





## EXERCISE

**Even highly motivated individuals occasionally struggle with the Monday morning alarm call, or hit a period of low energy after an unforeseen knock-back. Leaders with high EQ often talk about having structures in place that they can lean on during such times.**

### For example:

Arianna Huffington has talked about how important it is for her to undertake regular digital detoxes in order to stay on top of her game. Ursula Burns, the former CEO of Xerox, attributes a significant portion of her success to the accessibility of a string of female mentors, whose advice she called on frequently during her rise to the top. Chairperson of PepsiCo Indra Nooyi, meanwhile, is so committed to being her authentic self at work, that she's been known to walk the office barefoot and sing.

Work through the alphabet on the following page, finding one factor for each letter that relates to something that motivates you.

### Here are some ideas to get you started:

- **INDIVIDUALS:** the people you connect with who spur you on.
- **ROLE MODELS:** the individuals whose stories resonate with you and make you believe anything is possible.
- **PLACES:** the environments that inspire your best work and thinking.
- **MEDIA:** the books, films, music and art that spark your best ideas.
- **SKILLS:** the unique talents you possess which, when deployed, lift your mood.
- **REPORTS:** positive feedback you've received that's elevated you in some way.
- **THE TOTALLY RANDOM:** Long baths, baking, meditation, jogging, volunteering –whatever it is, if it gets you back to a place of drive and ambition, note it down. >



A		N	
B		O	
C		P	
D		Q	
E		R	
F		S	
G		T	
H		U	
I		V	
J		W	
K		X	
L		Y	
M		Z	



## TIPS FOR INCREASING SELF-MOTIVATION

Turn your A-Z exercise into a visual one. This is your crib sheet for elevating your self-motivation levels when they most need a boost.

Set a goal that is challenging yet achievable. Create a plan of action you know you can stick to.

Reward yourself. High-EQ individuals find reward in achievement itself, but it's important to be kind to yourself and acknowledge your efforts and successes.

When you notice your motivation slump, use your journaling skills to establish the root cause.

Understand your de-motivators, too. Journaling is a great way to unearth the things likely to throw you off course. Once you know what they are, you can create plans to limit their impact.



## EMPATHY

TECH GIANT FACEBOOK is so convinced of the power of empathy to drive business success that it has launched an 'Empathy lab', in which designers and engineers are taught techniques that enable them to better understand the customer needs they're seeking to address. <sup>ix</sup>

The tangible business benefits of empathy have been highlighted by numerous studies. L'Oréal sales agents who scored best at being able to put themselves in their customers' shoes, drastically out-performed those with less empathy. <sup>x</sup>

In a recent interview with everywoman, Alan Barber, VP of Technical Services EMEA at VMware, told how the simple act of listening to a team of women sharing their experiences of business travel made him realise what it meant for his organisation to ask female managers to arrive, alone and late at night, in strange cities. This insight led to an overhaul of job descriptions, which in turn is helping to increase gender diversity at the organisation. <sup>xi</sup>



### UNDERSTANDING YOUR QUIZ SCORES

Questions  
4, 9, 14, 19 and 24  
relate to empathy

### The career benefits of empathy in the workplace

**EMPATHIC LEADERS  
ARE BETTER  
POSITIONED TO  
ENGAGE  
WORKFORCES.**

**EMPATHIC  
INDIVIDUALS AT ALL  
LEVELS TEND TO BE  
BETTER LIKED.**

**DISPUTES AND  
CONFLICTS  
ARE MORE  
SUCCESSFULLY  
SOLVED BY USING  
EMPATHY.**

**BEING CURIOUS  
ABOUT OTHERS'  
DIFFERENCES  
CAN HELP YOU  
FOSTER A WIDER  
NETWORK.**



EXERCISE

**Make a note of any additional benefits increased empathy would bring both you and your career, and the business you work in.**

A large, empty white rectangular box intended for the user to write their notes on the benefits of increased empathy.

## EMPATHY: QUICK FACTS

### FACT 1

Studies show that you're much less likely to show empathy when stressed.<sup>xii</sup>

### FACT 2

One of the characteristics of psychopathy is the ability to turn off empathy at will.<sup>xiii</sup>

### FACT 3

A historic Harvard study found that the average adult spends 80% of waking time in some form of communication, but only 45% in listening mode.



## WHAT DOES EMPATHY LOOK LIKE?

HALLMARKS OF AN EMPATHIC INDIVIDUAL.	HIGH EMPATHY EXAMPLE	LOW EMPATHY EXAMPLE
Considers others' feelings in intelligent decision-making.	Consults others and looks at the potential outcomes of situations through the eyes of others.	Makes decisions based on the 'best' way forward without considering the human impact.
Communicates in a way that makes others feel understood.	A manager making redundancies demonstrates own discomfort but delivers messages in a way that indicates compassion for employees.	Thinks foremost of own feelings of discomfort when having to deliver bad news.
Uses active listening.	Engages others in the conversation and takes on board what they say, without necessarily being a 'people pleaser'.	Makes little effort to understand what a colleague may be experiencing on a human level behind a particular business issue.
Is a good reader of people.	Pays close attention, not just to what is being said, but to tone and body language too, in order to make wiser decisions, for example, in a negotiation.	Might make snap judgements or assumptions around the direction of a particular negotiation because they haven't paid attention to body language and other non-verbal signs being shown by a colleague.
Can get inside the heads of others.	A good coach or mentor who knows when to push someone forward and knows when to back off.	A coach or mentor who pushes their own agenda without considering the needs of their protégé. >

# RAISING YOUR EMPATHY



## EXERCISE

1. Choose three of the hallmarks of empathic individuals. Identify occasions where you have demonstrated high empathy.

	HALLMARK	OCCASION
1		
2		
3		

2. Identify a problem or situation that would have benefited from you bringing more empathy to the solution. What could you have done differently and what might the outcome have been? >





**3.** Think about the biggest problem you're trying to solve in your present job. If you were to put yourself in the shoes of five different individuals, what solutions might they come up with, or how might they frame the problem differently? Challenge yourself to step into the shoes of different-thinking people, rather than those who might have similar opinions and ideas to yours.

	PERSON	SOLUTION
1		
2		
3		
4		
5		



## TIPS FOR INCREASING EMPATHY

Use the acronym

### **RASA**

to improve your listening skills in conversations. <sup>xiv</sup>

### **RECEIVE**

Make eye contact and tune into what's being said.

### **APPRECIATE**

Show the speaker that you're taking their words on board through verbal cues, like nods.

### **SUMMARISE**

When the person has finished speaking, briefly summarise what you have understood.

### **ASK**

Ask insightful, follow-up questions.

Make a conscious effort to fine tune your empathy towards others when you're feeling stressed. This is statistically the time you're least like to show compassion and understanding to colleagues and customers.

Think back to conflicts you've experienced with colleagues. Try to be as objective as possible in looking at the situation through the other party's eyes. What fresh insight can you gain?

TRAIT  
5

## SOCIAL SKILLS

SOCIAL SKILLS ARE the communication channels through which self-awareness, self-regulation, motivation and empathy are channelled.

- 1. Having the self-awareness to recognise that a key relationship is suffering is meaningless if you do not have the social skill to begin building bridges.**
- 2.** The self-regulation to keep your anger in check during a dispute needs to be followed up with the social skills to negotiate and reach a consensus.
- 3. Motivation to achieve goals requires social skills to communicate your passion and bring others along on the journey with you.**
- 4.** And being able to put yourself in another's shoes is, alone, not enough – you must also be able to moderate your communications accordingly.



### UNDERSTANDING YOUR QUIZ SCORES

Questions 5, 10, 15, 20 and 25 relate to social skill.

### The career benefits of social skill

INDIVIDUALS WITH SOCIAL SKILLS ARE CLEAR, CONCISE COMMUNICATORS.

YOU BECOME KNOWN AS A 'CONNECTOR' WHO IS ABLE TO BRING TOGETHER DISPARATE TEAMS AND NETWORKS.

ABILITY TO WORK WELL IN TEAMS AS WELL AS WITH INDIVIDUALS.

LESS FEAR AROUND NEW SITUATIONS AND ABILITY TO FIT IN WITH ESTABLISHED TEAMS.



EXERCISE

**Make a note of any additional benefits increased social skill would bring both you and your career, and the business you work in.**

A large, empty white rectangular box intended for the user to write their response to the exercise prompt.

## WHAT DOES SOCIAL SKILL LOOK LIKE?

HALLMARKS OF A SOCIALLY SKILLED INDIVIDUAL	HIGH SOCIAL SKILLS EXAMPLE	LOW SOCIAL SKILLS EXAMPLE
You build wide bonds.	You appear at times to not be working, because you are chatting and getting to know individuals who have nothing to do with your 'real' job - you don't limit your interactions to key stakeholders, but see the value of reaching out across organisations.	You keep yourself to yourself at work, not seeing the value in reaching out to others outside your immediate vicinity.
You don't shy away from negative situations.	You are able to summon up the courage to enter fierce negotiations, or are skilled at defusing volatile situations.	You avoid conflict and become upset at confrontation.
You develop trust and rapport.	You rely on your key stakeholders and know that you are relied upon in return. You seek to quickly establish common ground with newcomers.	You are stand-offish with newcomers and take a long time to 'warm' to people.
You enjoy organising groups.	You don't necessarily have to be the life and soul of the party, but you enjoy being someone who brings others together.	You see little value in connecting two disparate individuals in your network who could benefit from an introduction.
Can get inside the heads of others.	A good coach or mentor who knows when to push someone forward and knows when to back off.	A coach or mentor who pushes their own agenda without considering the needs of their protégé. >

# RAISING YOUR SOCIAL SKILL



## EXERCISE

For each of the hallmarks of a socially skilled individual, map out an activity you can perform to raise your game in this area.

BUILD WIDE BONDS	ACTIVITY
	<i>e.g. Identify and plug gaps in my network.</i>
DEAL WITH NEGATIVE SITUATIONS	ACTIVITY
	<i>e.g. Spend more time with team members I haven't always seen eye-to-eye with.</i>
DEVELOP TRUST AND RAPPORT	ACTIVITY
	<i>e.g. Seek to discover common ground and shared interests with those I know least well.</i>
ORGANISING GROUPS	ACTIVITY
	<i>e.g. Consider the disparate members of my network who would benefit from connections I can make for them. &gt;</i>



## TIPS FOR INCREASING SOCIAL SKILL

Remember that your listening skills are not just for one-to-one situations; you can learn a great deal about group dynamics from taking a back seat and watching teams interact.

If small talk isn't your forte, look for ways to keep conversations flowing through asking insightful questions.

Run through your LinkedIn connections and see if you can spot the connectors in your network — the people who seem to enjoy and are natural at bringing people together. What can you learn from them?

# Extending your emotional intelligence

AS WELL AS the personal benefits to you and your professional progress, emotional intelligence has the potential to drive widespread business change – in the diversity and inclusivity of organisational cultures, and even to the bottom lines of businesses large and small. Whether or not you are a leader or people manager, your words and behaviour still have the capacity to impact greatly on those around you. On the next page you'll find suggestions for how you can strengthen your emotional quotient in each of the five traits, specifically to benefit others and the wider business. >



1

### SELF-AWARENESS

Consider how you enable others to get to know you. Do you make it easy for colleagues to recognise what makes you tick?

2

### SELF-REGULATION

As you become more in tune with your own emotions, how can you use this insight to better recognise those of others?

3

### MOTIVATION

A stronger grasp of your own drivers can help you identify what motivates others. But if you don't understand another's motivation, what would happen if you simply asked the question?

4

### EMPATHY

To what extent do you help others to be able to walk in your shoes? How can you better communicate your point of view to help others understand you more clearly?

5

### SOCIAL SKILL

A diverse team isn't necessarily an inclusive one. Consider to what extent you enable those on the fringes of your team or network to play a more participative role.

# Your personal action plan

**1** Which of the five traits of emotional intelligence do you feel it's most pressing that you work on? Why?



**2** What strategies will you employ to turn this need into an action plan? What will you do and by when?

**3** What further resources can you draw on to help you develop your emotional intelligence?

**4** What lessons from this workbook can you 'pay forward' so that others have the opportunity to develop their emotional intelligence too?

# everywoman Experts

EVERYWOMAN CREATES RESOURCES on topics that matter most to our Network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well as our own experiences as we navigate our life's work. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



## MAXINE BENSON, MBE & KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, launched in 2013, serves as a truly global tool to enable members the world over to propel their careers through online membership.

### EVERYWOMAN WORKBOOK TEAM

Rebecca Lewis, Associate Editor

Anna Melville-James, Editor

Kate Farrow, Head of Partnerships

Any topics you'd like to see covered on the everywomanNetwork?  
We'd love to hear from you: [contact@everywoman.com](mailto:contact@everywoman.com)

# Further reading

## everywomanNetwork resources

**Workbook: 60 minutes to motivation**

**Workbook: Knowing your strengths**

**everywoman topic area on leadership**

## External resources

**Video:** Daniel Goleman's video channel on emotional intelligence

**Video:** Playlist of TED Talks on human nature, including discussions of empathy and compassion.

**Video:** Daniel Goleman's blog

## Endnotes

- i <http://ei.yale.edu/who-we-are/history/>
- ii <https://www.youtube.com/watch?v=n6MRsGwyMuQ>
- iii [http://www-935.ibm.com/services/multimedia/anz\\_ceo\\_study\\_2012.pdf](http://www-935.ibm.com/services/multimedia/anz_ceo_study_2012.pdf)
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- xi Everywoman interview with Alan Barber, published w/c 25 September 2017
- xii [https://greatergood.berkeley.edu/article/item/what\\_is\\_the\\_relationship\\_between\\_stress\\_and\\_empathy](https://greatergood.berkeley.edu/article/item/what_is_the_relationship_between_stress_and_empathy)
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