This workbook helps you to become more effective by boosting your emotional intelligence. It supports the ‘Enhancing Emotional Intelligence’ workshop, which explores emotional intelligence in relation to MBTI® type, and teaches participants how to use the strengths and development areas within their own personality preferences to interact with others more positively and productively. With plenty of space for notes, reflections and action planning, this workbook will be the first step to a better integrated, more emotionally intelligent working style.
Where next?

If you wish to find out more about your emotional intelligence, we recommend undertaking the Emotional Judgment Inventory. This is a self-report measure allowing detailed insight into how you apply emotional intelligence in a variety of contexts.

If you have found working with your personality type preferences helpful, you may be interested to know about more ways of applying what you have learnt. Your practitioner should be able to facilitate this continued development for you, or discuss with you what you can do next with type.

Ask the person leading the session how you can use type to:

- communicate more effectively with your colleagues and friends
- make better decisions that incorporate a range of viewpoints
- understand how your team functions and how it can be improved
- find out how you typically deal with conflict, and discover strategies for working through it
- discover which things typically trigger stress for you, and which steps you can take to manage it better.

Visit www.opp.com to find out which resources are available for you to take your self-discovery to the next level.
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<th>Entry 5</th>
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My emotional intelligence journal

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Scenario or situation</td>
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<tr>
<td>Self-awareness</td>
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<td>Outcome</td>
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<td>What have I learnt?</td>
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<tr>
<td>What would I do differently next time? (in regard to managing and adapting my emotional reaction to the trigger)</td>
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Introduction

Emotional intelligence affects how you manage your behaviour, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence taps into a fundamental element of human behaviour that is distinct from your intellect. There is no connection between IQ and emotional intelligence; you simply can't predict emotional intelligence based on how clever someone is. Emotional intelligence is a flexible set of skills that can be acquired and improved with practice.

Your emotional intelligence is the foundation for a host of critical skills. It affects everything you say and do each day. It is the foundation for dealing with impulses, managing stress and responding to changes in life. According to leading authors and researchers in the field, emotional intelligence is a key predictor of performance in the workplace and a significant driver of leadership and personal excellence.

Understanding your emotions and managing them are the first steps in developing emotional intelligence. However, it is also important to build on this by taking account of other people’s perspectives, showing empathy in order to work more effectively together. Ideally, increasing self-awareness and understanding others better will equip you to communicate, collaborate and influence more convincingly.

Looking at MBTI® personality type, and in particular at the elements that are relevant to enhancing emotional intelligence, will help you make sense of your own and others’ emotions in a non-prejudicial way.

This workbook accompanies the Enhancing Emotional Intelligence Workshop. It is designed to help you reflect on and note down how you perceive and manage your emotions, and assist you in developing strategies to enhance your emotional intelligence.
What would you like to get out of this Enhancing Emotional Intelligence Workshop?

What questions would you like answered?
### My emotional intelligence journal

<table>
<thead>
<tr>
<th>Date</th>
<th>Entry 1</th>
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<tbody>
<tr>
<td><strong>Scenario or situation</strong></td>
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<td><strong>What would I do differently next time? (in regard to managing and adapting my emotional reaction to the trigger)</strong></td>
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</table>

Developing our emotional intelligence has a number of potential benefits, including the examples below. Tick the areas that are of most interest to you:

- [ ] Increased self-awareness
- [ ] Increased understanding of others
- [ ] Greater capacity to manage own emotions
- [ ] Enhanced ability to manage difficult conversations or interactions
- [ ] More effective and harmonious relationships with others
- [ ] Better team-working
- [ ] Increased ability to engage and motivate others
- [ ] Enhancing performance as a leader/manager
- [ ] Increased happiness and well-being
- [ ] Productive problem-solving
It is only with the heart that one can see rightly; what is essential is invisible to the eye.

Antoine de Saint-Exupéry, *The Little Prince*

When awareness is brought to an emotion, power is brought to your life.

Tara Meyer-Robson, *The Flow*

Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.

Aristotle, *The Nicomachean Ethics*

---

My emotional intelligence journal

Capture key thoughts relating to the dimensions of emotional intelligence which apply to situations you choose to focus on. Some example questions have been included below to help guide your reflections.

**Self-awareness**

- Which emotion was I feeling?
- How do I know this was the emotion I was feeling?
- What triggered the emotion?

**Self-management**

- How did this feeling influence my thoughts?
- How did this feeling affect my behaviour?

**Social awareness**

- How were others affected by my response/behaviour?
- What emotions and/or reactions did I observe in others?
- What might have been happening for the other person?

**Relationship management**

- How did I check my assumptions about what was happening for the other person?
- What was the impact of my emotions and behaviour on the relationship?

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Turn the page to start your journal.
What is emotional intelligence?

Emotional intelligence is a set of abilities, competencies and traits that enable a person to perceive, understand and constructively act on the information that emotions provide in a particular context.

<table>
<thead>
<tr>
<th>What I observe</th>
<th>What I do</th>
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<tbody>
<tr>
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Source: Daniel Goleman, Leadership: The Power of Emotional Intelligence. Used with permission. Intrapersonal and interpersonal elements added by OPP.

What does ‘emotional intelligence’ mean to you?

____________________________________________________________________________________
____________________________________________________________________________________
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Activity 1
Perceiving, understanding and managing emotions

Part 1 – Reflecting back on a time when something unexpected happened (focusing on self-awareness)

The model of emotional intelligence that has just been introduced focuses on emotional intelligence as a set of skills or competencies that can be enhanced with practice. Emotional intelligence writers and researchers agree that the enhancing of our individual self-awareness is a key building block of emotional intelligence. In the context of emotional intelligence, self-awareness centres on accurately perceiving our emotions, staying aware of them as they arise and run their course, and reflecting on them afterwards so that we better understand their cause and impact.

One of the key paths for accessing or turning on our emotions is by remembering a past emotional experience.

Remember a recent time when something unexpected happened and this aroused particular emotions for you.

Spend a few minutes reflecting on that situation as if you were reliving it.

Focus on:

➢ who is involved
➢ what is happening
➢ the emotion(s) you were aware of at the time
➢ the emotion(s) you’re feeling now as you remember.

Having spent a few minutes remembering a relevant situation, now capture your insights and reflections on pages 7 and 8.

What I do...

Relationship management

Reflect for a few moments on your role, work environment, the kinds of interpersonal situations you need to be able to constructively deal with, and the relationships with others that you need to effectively manage. Note down a few examples that are most relevant to you, or where enhancing your emotional intelligence could benefit you the most.

Which strengths can I draw on in these situations?

Which interpersonal factors, relevant to my type, can I develop to better manage my relationships?

Remember: we can change our interpretation of what we observe and we can consciously choose to change our responses to it. No-one can make us feel anything.
What I observe...

Social awareness

What can I do to become more aware of the impact I can have in the way I express my emotions?

How can I improve my awareness of the reactions I observe in others?

Which interpersonal factors, relevant to my type, do I need to develop?

1. What did you first become aware of, in yourself, as you remembered the situation?

2. What physical sensations did you notice?

3. How would you describe the first emotion you felt as you remembered this experience?
4. When did you become aware of the emotion? (both during the situation itself and during the process of remembering)

5. What were the signals that alerted you that this was the emotion you were experiencing?

6. What triggered this particular emotion for you?

What I do...

Self-management

In which situations would an awareness of my emotions be helpful?

What can I do to better notice these emotions?

Which intrapersonal factors, relevant to my type, do I need to develop?
To embed your new insights and learning from the workshop activities, now is a good time to consider what you’d like to do in order to enhance your emotional intelligence. As well as any insights from the activities, consider the intrapersonal and interpersonal factors relevant to your type from Introduction to Type and Emotional Intelligence (pages 20–51).

**What I observe...**

**Self-awareness**
In which situations would an awareness of my emotions be helpful?

What can I do to better notice these emotions?

Which intrapersonal factors, relevant to my type, do I need to develop?

**Part 2 – Self-awareness, self-management and social awareness**

As already mentioned, becoming more aware of our emotions, our emotional triggers and what we do with the information that emotions provide is a key first step to enhancing our emotional intelligence. We also need to be able to accurately pick up on emotions in others and stay attentive to how others respond to emotions we express (whether knowingly or not). This attentiveness, both on an intrapersonal and interpersonal level, is key to helping us respond to our own and others’ emotions in an appropriate, constructive way.

This part of the activity provides an opportunity to practise noticing emotions in others, and also to increase your awareness of how you regulate your own emotions and their expression.

**While you were listening to someone else, describe what they remembered during Part 1 of the exercise:**

1. What emotion(s) do you think you noticed?

2. What specifically makes you think this? (ie what did you observe/notice that signalled the emotion(s)?)
While you were describing what you remembered during Part 1 of the exercise:

1. What was the predominant emotion you were experiencing as you were telling your story?

2. What do you recall about the emotion(s) you actually experienced during the situation?

3. What was it like telling this story to someone else in this way?

4. What did you notice about how you were regulating the expression of your emotions as you told your story?

Some strategies to try out, in terms of applying emotional intelligence principles to managing your relationships, could include:

- Respecting the individual's right to their emotions, opinions etc, even if you disagree with them, by:
  - maintaining eye contact
  - presenting a neutral body posture
  - asking questions and actively listening to the responses
  - paying attention to the words/terminology you use.

- Trying to approach challenging situations in a calm manner, and being attentive to your own emotional responses and the physical sensations they create.
  - Try observing others dealing with challenging or conflictual situations, or watch videos of people experiencing conflict. Note down if and how it was settled (and any ideas about how you might have behaved in the situation). You could also watch relevant clips with the sound muted and make notes on what you notice about facial expressions, posture and other signals.
  - Consider the positive aspects of conflict scenarios you have observed or experienced. Write down the behaviours you noticed and your ideas about why these were successful.

- Reflecting on situations where your approach has worked, and noting down what you did that may have contributed to the successful outcome. Wherever possible, get feedback from others who were involved about what worked specifically, and what you could have done differently.
Tips for managing relationships

As mentioned at the end of the previous section, what we do with what we observe about the emotional reactions of others needs to be informed by the context, and by other information about the person, situation and our relationship with them.

For example, say you have just given someone the news that you can’t do something they want you to do (or they can’t do something they want to do). You might think that you observe anger in their facial expression, but responding “Why are you angry with me?” could represent a misinterpretation of the actual emotion and its source, and could invite a confrontation.

A more neutral response may be to acknowledge the anger without jumping to an interpretation of its source before gathering additional information – eg “What I’ve just told you may well have made you angry and I’m sorry about that.” You may still have misinterpreted the emotion as anger, so an even better response might be “If it would help, I’m happy to talk with you now or later about how what I’ve just said impacts on you.” This then provides the individual with some time/space to process what they’re feeling and what they want to do about it.

5. What differences, if any, did you notice between your perceptions and the other person’s perceptions of:

a) the emotion(s) you were experiencing as you told your story?

b) the emotion(s) they were experiencing as they told their story?
Strategies you can try out to become more socially aware might include:

- **Observe** the signals:
  - Learn about how key emotions tend to be displayed via facial expressions (there is a large body of research on this area – for example, Paul Ekman’s work).
  - Observe the other person’s facial expression and the tone and inflection of their voice.
  - Remember: in terms of what we observe in someone else, their facial expressions and other cues may enable us to identify that they’re experiencing a particular emotion, but we can’t assume that we therefore know what is generating the emotion.

- **Practise empathy**: Put yourself in the other person’s shoes and try to understand where they are coming from.
  - Listen carefully.
  - Check your assumptions by asking questions or reflecting your understanding. Be cautious about assuming that your interpretation of what the other person is experiencing is accurate. For example, you might ask or say:

> What's happening with you?  
> How is this impacting on you?  
> From what I'm hearing, it comes across as <...>. Have I interpreted or understood correctly?

- Whilst listening to the responses to these questions, you could reflect afterwards on what you noticed about body language and other signals (including posture, facial expressions, gestures, tone of voice, inflection and pace of speaking).

Remember that having information about how someone feels doesn’t tell you what to do about it. It’s important to reflect on and consider the alternatives in terms of what you could do (which could include nothing!) based on your relationship with the person, the circumstances and what you and they are comfortable with.
Tips for developing social awareness

Social awareness is about understanding and responding to the needs of others. Becoming more aware of, and responding appropriately to, others’ emotions is a multi-layered process.

Using MBTI to increase awareness of self and others enables us to move from a reactive to a proactive mode and to engage more effectively with a wide spectrum of people/situations.

Effective use of type enables us to better perceive, understand and manage our own and others’ emotions and will enhance our performance.

Some patterns take place internally (intrapersonal arena) and others manifest externally (interpersonal arena).

Link between use of our preferences and range of our emotional intelligence

Linking the MBTI® type framework to emotional intelligence
We each have one part of our type that we trust and use most (dominant function).

This is always one of the two middle letters of our type, which are about taking in information (S/N) and decision-making (T/F).

Extraverts show their most trusted function to the external world.

Introverts keep their most trusted function to themselves.

The other of the two middle letters of our type provides balance:

- If our dominant is extraverted, our second most important part is introverted.
- If our dominant is introverted, our second most important part is extraverted.

The parts of our type that we rely on and use the most are likely to have an impact on particular aspects of our emotional intelligence. The function of our type that is introverted is likely to have most influence on the intrapersonal elements of our emotional intelligence. The function of our type that is extraverted is likely to have the greatest influence on the interpersonal elements of our emotional intelligence.

To recap something explained earlier in the workshop:

- The intrapersonal aspects of our emotional intelligence are the elements and patterns that happen internally and which others will be less able to observe directly.
- The interpersonal aspects of our emotional intelligence are the elements and patterns that take place externally and which can be observed or recognised by others.

The relevant double-page spread for your type (you’ll find this between pages 20–51 of Introduction to Type and Emotional Intelligence) tells you which are the most important parts of your type, and also the intrapersonal and interpersonal factors of emotional intelligence most likely to manifest for your type.

Self-management strategies to try out might include:

- **Analysis**: Stop and analyse your emotions, thoughts and behaviour (in the moment where possible, or by reflecting back on a situation). This reflective process may make it easier to choose how you react in a future similar situation or interaction. You might ask yourself questions such as:
  - What was it about the situation that triggered this emotion? (consider the influence of past experience, habitual patterns etc)
  - Which habitual thoughts arose?
  - How appropriate was the emotion to this situation?
  - Was I feeling and showing the right emotion but at the wrong intensity?
  - How did this influence my behaviour?
  - How could I have behaved differently?

- **Press the mental ‘pause’ button**: When you sense an emotional trigger kicking in, you can pause or shift your thinking and reactions by counting to ten or focusing on prepared distracting thoughts, eg “I don’t need to react to this right now.” You might even like to visualise yourself pressing a ‘pause’ button.

- **Take time out**: Get away from a difficult situation for a short time, get some exercise, drink water, or breathe deeply until you are feeling more in control of the emotion.

- **Get feedback** from others about how you display emotions and the impact this has (eg your face might be more expressive than you realise).

- **Consciously alter your facial expression** and posture, and focus on relaxing tense muscles (research has shown that if you make movements on your face to represent a certain emotion, this triggers changes in your physiology – body and brain – and can actually cause you to experience the emotion).
Tips for self-management (managing your emotions and responses)

Making effective use of the information our emotions provide helps us to stay flexible and positively direct our behaviour. This can really help us manage our relationships with others, adapt to change or handle any other curveball life throws us.

Managing our emotions is not about denying or suppressing them – rather, it is about understanding their source and controlling the way we express them.
Activity 2
Exploring the impact of your type on your emotional intelligence

Part 1 – The purpose of this activity is to start exploring how your MBTI type might influence your emotional intelligence. This is to facilitate your exploration of ways in which you might enhance your emotional intelligence.

Instructions

➢ Find someone to work with who has a different type to your own.
➢ Now find the double-page spread for your type in Introduction to Type and Emotional Intelligence (see page 15 of this workbook for the exact page reference for your type).
➢ Review the ‘Developmental Challenges’ and ‘EQ To-Dos’ on the right-hand page for each type and how these manifest for you.
➢ With your partner, identify and talk about aspects which resonate with you/apply to you, capturing key insights in your workbook.
➢ Note down and talk about 2 or 3 of the tips that you might like to try out.

Capture key insights and themes below:


Strategies you can try out to become more aware of your emotions might include:

➢ Practising various forms of meditation (including simple breathing exercises)
➢ Mindfulness training
➢ Joining groups, enrolling on a course, and noticing and becoming more aware of your body, feelings and thoughts
➢ Keeping a journal where you record the most emotionally powerful events of your day (see the example on page 30 of this workbook). As you recall these events, you might like to ask yourself questions such as:

➢ What was the emotion I was feeling? Give it a specific name.
➢ What shade of that emotion was I feeling? (eg anger can be frustration, irritation, annoyance, fury, etc)
➢ How do I know this was the emotion I was feeling? (what signalled the emotion?)
➢ How did this feeling affect my behaviour?
➢ What was the impact on others of the way I expressed this emotion?
➢ To what extent does this represent a pattern in my behaviour?

➢ Make a list of your emotional ‘triggers’

The more aware we are of our emotions, how they manifest and what triggers them, the easier it is to manage and appropriately channel them.
The best way to enhance our emotional intelligence is through practice in day-to-day life. Through practice and getting feedback on our approach and performance, we can adjust our behaviour and become more effective in recognising and managing our own emotions, as well as dealing effectively with the emotions of others.

### Tips for increasing self-awareness

Self-awareness is the cornerstone of emotional intelligence. Our emotions and how we experience them influence how we behave and how we interpret others’ behaviour. It is common for us to evaluate what is happening in a way that is consistent with the emotion we are feeling rather than challenging why we are feeling the emotion. Therefore, increased awareness of our patterns and emotional triggers can help us to take a step back and evaluate what’s going on in a more conscious way.
**Part 2 – Applying your insights to a practical situation**

**Instructions**

Spend a few minutes thinking back to a recent challenging conversation that you had with someone. Then discuss your example with the individual(s) you were working with during the first part of the activity.

Use the questions below to guide your reflections and discussion, referring again to the double-page spread for your type in Introduction to Type and Emotional Intelligence and the key insights you noted down earlier. Capture your thoughts and reflections in the spaces provided in the table below:

<table>
<thead>
<tr>
<th>What I observe</th>
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<tbody>
<tr>
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<td><strong>Self-management</strong></td>
</tr>
<tr>
<td>Which factors relevant to my type helped (or might have helped) me in the situation?</td>
<td>Which factors helped (or might have helped) me manage my emotions/responses?</td>
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</table>

**What I do**

**Intrapersonal**

Identifying *self-management* strategies (for example, what kind of inner conversation might you engage in to help manage your emotions and the way you express them?)

**Interpersonal**

*Relationship management* – coming up with strategies for using your increased awareness to help manage the interaction and the relationship
What I observe

Intrapersonal

Enhancing your **self-awareness** (before, during and/or after the interaction)

Interpersonal

**Social awareness** – finding ways to become aware of, and gain a better understanding of, what the other person is going through, and how your reactions impact on them
Activity 3
Developing and enhancing your emotional intelligence

The purpose of this activity is to pull together what we have looked at so far and help you to apply your accumulated emotional intelligence knowledge to a practical situation you might encounter in the future.

Instructions
Working in groups of 3-4, choose one of the following real-life scenarios to work on together, applying your emotional intelligence knowledge and insights.

- Working with others who have a different style/approach/viewpoints
- Taking part in team meetings
- Managing others (e.g., one-to-one, addressing performance issues, motivating others)
- Providing (or receiving) feedback

Capture key insights and themes below:

In your group, discuss how you could approach the situation with respect to:

- enhancing your self-awareness before, during and/or after the interaction – see page 25 of this workbook for ideas
- identifying self-management strategies (for example, what kind of inner conversation might you engage in to help manage your emotions and the way you express them?) – see page 27 of this workbook for ideas
- finding ways to become aware of, and gain a better understanding of, what the other person is going through and how your reactions impact on them – see page 29 of this workbook for ideas
- coming up with strategies for using your increased awareness to help manage the interaction and the relationship – see page 31 of this workbook for ideas.

Try to come up with some behavioural examples of what you might observe and do, and note them down on the following page.