



Emotional Intelligence Appraisal[®]

ME EDITION

RESULTS REPORT FOR:

SHANNON GLAZE

TEST COMPLETED:

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MY EQ SCORES

Thank you for completing the *Emotional Intelligence Appraisal*®. You are now in a customized learning program that is based upon your emotional intelligence scores. This program will teach you about emotional intelligence (EQ), reveal what your current skill levels are, and tell you what you can do to improve.

This section will:

Provide you with your overall EQ score and your scores for each of the four EQ skills. You have unlimited access to your online report. You can access this report with the following log-in information:

URL address: www.talentsmart.com/me/welcome

Password: MEP8E5CMQB

WHAT DOES EMOTIONAL INTELLIGENCE LOOK LIKE?

The four parts of the emotional intelligence model are based upon a connection between what you see and what you do with yourself and others.



WHAT THE SCORES MEAN

Scores on the *Emotional Intelligence Appraisal*® come from a "normed" sample. That means your scores are based on a comparison to the global population to discover where you fall in each skill area. Read the following descriptions to better understand what your scores mean about your current skill level.

Score	Meaning
90-100	A STRENGTH TO CAPITALIZE ON These scores are much higher than average and indicate a noteworthy strength. These strengths probably come naturally to you or exist because you have worked hard to develop them. Seize every opportunity to use these emotionally intelligent behaviors to maximize your success. You are highly competent in this skill, so work to capitalize on it and achieve your potential.
80-89	A STRENGTH TO BUILD ON This score is above average. However, there are a few situations where you don't demonstrate emotionally intelligent behavior. There are many things you've done well to receive this score and a few that could be better with some practice. Study the behaviors for which you received this score and consider how you can polish your skills.
70-79	WITH A LITTLE IMPROVEMENT, THIS COULD BE A STRENGTH You are aware of some of the behaviors for which you received this score, and you are doing well with them. Other emotionally intelligent behaviors in this group are holding you back. Lots of people start here and see a big improvement in their emotional intelligence once it's brought to their attention. Use this opportunity to discover the difference and improve in the areas where you don't do as well.
60-69	SOMETHING YOU SHOULD WORK ON This is an area where you sometimes demonstrate emotionally intelligent behavior but not usually. You may be starting to let people down. Perhaps this is a skill area that doesn't always come naturally for you or that you don't make use of. With a little improvement in this skill, your credibility will go way up.
59 and Below	A CONCERN YOU MUST ADDRESS This skill area is either a problem for you, you don't value it, or you didn't know it was important. The bad news is your skills in this area are limiting your effectiveness. The good news is this discovery and choosing to do something about it will go a long way in improving your emotionally intelligent behavior.



NOW FOR THE NUMBERS...

Your Overall Emotional Intelligence Score: 80**Personal Competence: 82**

The collective power of your self-awareness and self-management skills. It's how you use emotional intelligence in situations that are more about you privately.

Self-Awareness**85**

Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.

Self-Management**79**

Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This means managing your emotional reactions to all situations and people.

Social Competence: 77

The combination of your social awareness and relationship management skills. It's more about how you are with other people.

Social Awareness**77**

Your ability to accurately pick up on emotions in other people and get what is really going on. This often means understanding what other people are thinking and feeling, even if you don't feel the same way.

Relationship Management**77**

Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effective handling of conflict.



MY EQ STRATEGIES

This section analyzes your score profile to suggest the three EQ strategies that will increase your EQ the most.

Start your EQ skill development with: **SOCIAL AWARENESS**

Complete descriptions of your recommended social awareness strategies (listed in the table below) can be found on the pages that follow.

What brings your score down most:	What you can do to improve:
Failing to spot the mood in the room.	Catch the Mood of the Room: Social awareness strategy #17.
Closing yourself off to feedback.	Seek the Whole Picture: Social awareness strategy #16
Missing out on other people's non-verbal cues.	Practice the Art of Listening: Social awareness strategy #11



SOCIAL AWARENESS STRATEGY #1**Catch the Mood of the Room**

Once you've mastered reading the cues and emotions of other people, you're ready to read an entire room. It may sound daunting, but it's what you've already learned about social awareness—just on a larger scale.

Essentially, there are two ways to pick up the mood of an entire room. First, you can rely solely on your gut instincts. Emotions are contagious, meaning they spread from one or two people until there's a palpable and collective mood that you will feel at some level. For example, imagine walking into a room of 125 entrepreneurs who are networking and sharing their ideas. It's pretty likely that there would be excitement and positive energy there, and it wouldn't take long to become aware of it. You'd hear their voice levels and tones, and see the focused and interested posture and body language. Now imagine walking into a room of 125 people waiting to be chosen for jury duty. The room is quiet; people are trying to distract themselves with reading material, music, and anything else to pass the time. Even though it's our civic duty to attend, hardly anyone wants to be there. The two moods are like night and day.

Here's how you can catch the mood of the room. When you enter the room, scan it and notice whether you feel and see energy or quiet, subdued calm. Take notice of how people are arranging themselves—alone or in groups. Are they talking and moving their hands? Are some more animated than others? What is your gut telling you about them?

Another way to read the mood of the room is to bring along a more experienced guide, much like you would on an African safari. Your guide should be a socially aware expert willing to show you the ropes when it comes to tapping into your instincts and picking up the room's mood. Shadow your guide and listen to what he feels and sees. Ask what he senses and what clues gave the mood away. Eventually, you should be the one to take the lead. Size up the room and share and compare your thoughts with your guide. Through this exercise, you will soon pick up on observations like your guide does, in time doing so on your own.

Human nature and behavior may not be that far from what happens on the open African savannah. The sooner you can hone your ability to spot safety, concern, or shifts in moods in group settings, the more skilled you will be in maneuvering through the social wilds of your life.

** This is social awareness strategy #17 from pages 173-175 of the Emotional Intelligence 2.0 book.*



SOCIAL AWARENESS STRATEGY #2**Seek the Whole Picture**

Since we see ourselves through our own rose-colored glasses, chances are we're seeing only part of the picture. If you had the opportunity, would you be willing to see yourself through the eyes of those who know you best? Looking outward and seeking this feedback are key to social awareness, because this gives us the chance to see how others view us—to see the whole picture.

Taking advantage of this opportunity requires courage and strength to invite your fans, as well as your critics, to get down to the nitty-gritty and honestly share their perceptions of you. What if they're wrong? What if they're harsh? What if they're right?

Regardless of the answers, their perceptions matter because others' opinions of you influence you and your life. For example, if people think you are passive in meetings when you simply need time to think before speaking, their perceptions begin to shape what opportunities are offered to you. Soon your boss is passing you over for chairing a committee because you are perceived as passive instead of thoughtful.

The best method for seeing how others perceive you is simple and powerful. For matters of EQ, you can send a 360-degree survey that asks you and other people questions about your self-awareness, self-management, social awareness, and relationship management skills. The result is a complete picture of your own and others' perceptions. Believe it or not, what others say about you is usually more accurate than what you think about yourself. Nonetheless, whatever these perceptions are, becoming aware is important so you know how they will shape you.

Muster some of that strength and gather other people to help you out in understanding yourself a bit more through their eyes. Other than becoming a fly on the wall or videotaping yourself, this is what it takes to see yourself in action through the eyes of others.

** This is social awareness strategy #16 from pages 171-172 of the Emotional Intelligence 2.0 book.*



SOCIAL AWARENESS STRATEGY #3**Practice the Art of Listening**

This sounds basic, almost too basic to mention, but listening is a strategy and a skill that is losing ground in society. Most people think they are good listeners, but if adults played "the Telephone Game" today, how accurate would the final message be? Listening requires focus, and focus isn't easy because we're stretched in several directions.

Listening isn't just about hearing words; it's also about listening to the tone, speed, and volume of the voice. What is being said? Anything not being said? What hidden messages exist below the surface? You may have sat through a speech or presentation where powerful words were chosen, but the tone, speed, or volume didn't match the power of the words. Instead, these likely matched the speaker's frame of mind.

Here's the strategy to practice: when someone is talking to you, stop everything else and listen fully until the other person is finished speaking. When you are on a phone call, don't type an email. When your son asks you a question, put your laptop down and look at him while you respond. When you're eating dinner with your family, turn off the TV and listen to the conversation around the table. When you're meeting with someone, close the door and sit near the person so you can focus and listen. Simple things like these will help you stay in the present moment, pick up on the cues the other person sends, and really hear what he or she is saying.

** This is social awareness strategy #11 from pages 160-161 of the Emotional Intelligence 2.0 book.*



MY EQ LESSONS

This section contains sixteen EQ Lessons that will help you actively increase your understanding of, and capacity for, each EQ skill. Emotional intelligence is very different from traditional intelligence (IQ). With IQ, it is understood that you are generally as smart now as you are ever going to be. People learn new facts but their intelligence, or their ability to learn, remains largely the same. Emotional intelligence is a flexible skill that can be readily learned. People increase their emotional intelligence by working on the skills outlined in this learning system.

Research shows that people improve their EQ most when the following conditions are present:

- They have a strong motivation to learn or change
- They practice new behaviors consistently
- They seek feedback on their own behavior

How To Master a New Skill

Anytime you are acquiring a new skill, remember the best path for doing something new or different looks like this:

- Find someone who is good at it.
- Watch that person do it.
- Get that person to talk about how they do it.
- Practice doing it yourself with his or her guidance.
- Ask the person to give you feedback.
- Practice doing it on your own.
- Seek feedback until you've mastered it.

Change can be a little...

Embarrassing, because as you practice new things, the very people who feel you ought to change may poke fun at you, forget to encourage you along the way, or not even notice. Don't give up. The rewards will outweigh these challenges because you will be better positioned personally and professionally than you ever were before.

How to handle it when you feel embarrassed:

- Say, "I could really use a little support here."
- Tell people you are serious about getting better at this. Most likely, they will become your allies.
- Ask for help and suggestions.

Change can also be a little...

Frustrating, because old habits and behaviors (what you say and do) can be difficult to change.

How to handle it when you feel frustrated:

- Remind yourself that change takes time and practice.
- Remind yourself that it's OK not to know.
- Find someone who handles change well. Ask how it's done.
- Find someone who can encourage you.

Change can also be terrific. It surprises most people how a little bit of change in the right direction can go a long way in the eyes of others. Good luck and have fun with it!



SELF-AWARENESS LESSON 1: FEEDBACK

To increase your self-awareness, you need to discover things you tend to do, say, think, and feel that you have previously failed to notice or understand. This process can be uncomfortable because some of the things you'll discover are unflattering or things you'll want to improve. That said, it's much less painful to seek out this information on your own than wait until someone brings it to your attention.

In the following clip from *Role Models*, Dan (played by Paul Rudd) increases his self-awareness the hard way.



Log in to your assessment to watch the clip

How does Dan increase his self-awareness the hard way?



She's had enough.



Dan gets defensive.



Dan realizes he's wrong.

She's had enough.

Being in a relationship with Dan means Beth is frequently subjected to his bad moods. She finally realizes that he's so annoyed with everyone because he's unhappy with himself. Beth knows Dan won't change until he understands this. So, she breaks it down for him.

Dan gets defensive.

Like most people in his position, Dan is quick to point out justifications for his behavior. Dan genuinely believes he's so annoyed because people are so annoying. Beth's feedback doesn't even begin to hit home until he realizes that venti means "twenty."

Dan realizes he's wrong.

By the time Dan gets to work and discusses the morning's events with a friend, it's clear that Beth's feedback has had a chance to sink in. Not only does Dan think Beth is right, but Dan's coworker also agrees with her. The more Dan thinks about Beth's feedback, the more he begins to see what is making him so frustrated.

SELF-AWARENESS TIP

To increase your self-awareness, you need to embrace feedback with open arms. Research shows that the vast majority of people struggle to see themselves as others see them, and the most accurate picture of anyone's behavior comes from those around them. The best way to find out what others see is to ask them. Asking for feedback is easy—hearing it without getting defensive is not.

Seeking feedback is difficult for most people. It can be scary when you are afraid to finally find out what people really think of you. Nonetheless, feedback from others won't do you any good if you're not open and receptive to other people's perspectives, especially when they differ from your own.

Here's a process you can follow to seek feedback that will increase your self-awareness:

- Seek out a trusted friend or colleague and ask this person if he or she would be willing to share his or her thoughts about you with you. A "real" feedback discussion is bound to have some difficult moments, so you need to find someone with whom you can work through these moments comfortably.
- Explain to your selected person that you are working on increasing your self-awareness as a result of reading the *Emotional Intelligence Appraisal*. Tell him or her what emotional intelligence is and describe some of your goals for improving your emotional intelligence (EQ).



SELF-AWARENESS LESSON 1: CONTINUED

- Ask this person to share with you what he or she sees and thinks regarding your ability to understand and respond effectively to your emotions. Be sure to get information on things that aren't readily apparent to you.
- The following questions should help this conversation:
 - Are there specific situations where, or people with whom, I tend to let my emotions get the best of me?
 - Is there anything I do too much? That is, can I tone down a certain behavior?
 - What holds me back from managing my emotions effectively?



SELF-AWARENESS LESSON 2: EMOTIONAL MISTAKES

Increasing your self-awareness is not going to be a perfect process. There will be times when your emotions slip beneath your awareness and get the better of you. These emotional "mistakes" are opportunities to gain a better understanding of your tendencies so that you can change for the better.

In *Envy*, Tim (Ben Stiller's character) and Nick (Jack Black's character) are best friends, neighbors, and co-workers at 3M. Nick recently struck it rich when he invented *Vapoorize*, a spray that makes dog poop evaporate. Tim's envy grows with Nick's wealth until it eats him up inside. Watch Tim come clean with Nick.



Log in to your assessment to watch the clip

How does Tim demonstrate self-awareness?



I Should Have Just Told You.



It Was Chewing Me Up.



You Just Gave To Us, Nick.

I Should Have Just Told You.

Tim comes to the realization that his feeling of envy toward Nick is not good for their friendship. Fortunately, Tim becomes aware of this and decides to tell his friend. By telling his friend the truth, Nick is using his emotional mistake as an opportunity to improve both himself and their friendship.

It Was Chewing Me Up.

Negative emotions that go unchecked are bound to affect your well being negatively. Tim feels guilty once he realizes that he is "wrapped up in the envy for everything" that Nick has. The surprising thing about self-awareness is that just spotting your mistakes will help you change, as you can't expect to improve until you understand what you're doing "wrong."

You Just Gave To Us, Nick.

As Tim explains himself, he's careful to avoid blaming Nick for his own behavior. Tim could have easily pointed the finger at Nick for throwing his wealth around and rubbing his success in Tim's face. Self-awareness requires taking full responsibility for your contribution to a given situation. You can't change anyone's behavior but your own. Thus, your effectiveness hinges upon your ability to embrace your mistakes and learn from them.



SELF-AWARENESS LESSON 3: A LIFE-LONG JOURNEY

How well you know and understand yourself at age 25 is very different from what you come to know by age 50. In *Lost in Translation*, a conversation between two insomniac travelers illustrates the difference. The clip opens with Charlotte (played by Scarlett Johansson) wondering if life gets any easier. See what she learns from Bob (played by Bill Murray).



Log in to your assessment to watch the clip

What do Charlotte and Bob learn from each other?



Does It Get Any Easier?



Anyone Can Be A Mentor.



What's really important?

Does It Get Any Easier?

In Bob's answer to Charlotte's first question, he zeros in on the true value of raising your self-awareness. He says, *"The more you know who you are and what you want, the less you let things upset you."* Charlotte doesn't seem to know yet who she is or what she wants, but she's open to learning more about herself, which is the key to self-awareness.

Anyone Can Be A Mentor.

Though Bob isn't Charlotte's official mentor, he demonstrates effective mentoring strategies. He gives honest answers to her questions, listens more than he speaks, and offers reassuring statements ("You'll figure that out.", "I'm not worried about you."). He knows Charlotte's lack of self-awareness is typical for her age, and he urges her to trust her gut. Even when she claims, "But, I'm so mean." Bob's reply of "Mean is OK," suggests that she should put her worries into perspective and keep on learning and growing.

What's really important?

Charlotte may be on the receiving end of a conversation about life, but Bob is also learning. Revisiting his own life path improves his perspective. Talking aloud about the scary and delightful aspects of parenting reminds him of what's truly important in his life. Revisiting your values now and again can help you to increase your self-awareness and improve your focus on what's truly important to you, regardless of where you are in life.



SELF-AWARENESS LESSON 4: LISTEN TO WHAT OTHERS SAY

No matter how hard you try to increase your self-awareness, there are always going to be some things that you cannot see without help from others. Your self-awareness hinges upon how open you are to feedback.

Feedback from other people can come unexpectedly, making it difficult to accept. In this scene from *Along Came Polly*, Ben Stiller's character, Reuben Feffer, gets some unexpected feedback from Polly (played by Jennifer Aniston). Watch and see if Polly's feedback increases Reuben's self-awareness.



Log in to your assessment to watch the clip

What is the impact of Polly's feedback?



Why Do You Do It?



Awareness Equals Freedom.

Why Do You Do It?

When Polly questions Reuben's nightly routine, it is clear he has never given it much thought. At first, Reuben gets defensive, acting as if putting the pillows out each day is no big deal. As Polly persists, he begins thinking about the motivation for this behavior.

Awareness Equals Freedom.

Polly's feedback helps Reuben realize that he's still trying to please his ex-wife with the pillows. This realization frees him, and he lets out all of his pent up frustration on the pillows he no longer needs. Reuben's openness to Polly's feedback increases his self-awareness and releases him from a daily behavior that is holding him back. The result is a profoundly cathartic moment for Reuben.



SELF-MANAGEMENT LESSON 1: PUSHING YOUR BUTTONS

It's easy to think that good self-management is as simple as controlling explosive emotional outbursts. Although you do need to control outbursts, your emotions have a negative impact on your behavior in other, less obvious ways.

In the following clip from *Erin Brockovich*, both characters demonstrate poor self-management. As you watch the clip, see if you can pick up on the self-management mistakes each character makes.



Log in to your assessment to watch the clip

Who does what?



She starts things off right.



He pushes her buttons.



She loses her cool.

She starts things off right.

When you have an uncomfortable interaction with another person, the range and intensity of your emotions are bound to change as the situation unfolds. Erin starts the meeting off right by remaining calm and listening to what Ed has to say.

He pushes her buttons.

Becoming a better self-manager requires taking an honest look at all the ways your emotions create problems for you. In Ed's case, having fun with Erin at her expense was a poor choice. Not only does Ed end up looking bad, but he also ruins what would have otherwise been a great moment for them to share.

She loses her cool.

When people push your buttons, powerful emotions rush to the surface. Effective self-managers keep tabs on their emotions throughout a difficult conversation, so that they know when their buttons are being pushed and can respond accordingly. In Erin's case, she could have avoided falling into Ed's trap by asking to see the check before taking the discussion any further.

SELF-MANAGEMENT TIP

An uncontrolled emotional outburst—even though it may make you feel better temporarily—can do major harm to your relationships. When your relationships are not voluntary, such as with your colleagues at work, minimizing this type of damage is essential to the health and productivity of your relationship.



SELF-MANAGEMENT LESSON 2: DEALING WITH BELLIGERENT PEOPLE

People often assume that self-management equals biting your tongue when people push your buttons, even to the point of being a pushover. Truth is, you can manage yourself effectively without letting people walk all over you.

So is the case with Coach Gary Gaines (played by Billy Bob Thornton) in this clip from *Friday Night Lights*. Coach has his work cut out for him in taking on leading a team in a football-crazy town that's bent on perfection. In this scene, he runs into two athletic boosters that threaten his job if the team doesn't win the state championship. Watch how Coach keeps his emotions under control without being a pushover.



Log in to your assessment to watch the clip

How does Coach deal with the boosters?



He's Direct.



He Listens To What They Have to Say.

He's Direct.

Coach can tell the men are up to something when they crack jokes about winning. Coach takes his job seriously. So, instead of letting them continue to disrespect him by joking about winning, he asks them directly and respectfully, "Is everything alright?" Coach's question throws the boosters off at first. Once they get over their surprise, they speak directly to him about winning.

He Listens To What They Have to Say.

It's clear that Coach is irritated when he asks the boosters, "Or, what?" However, he's still managing himself effectively by forcing them to be direct and not lashing out at them. It's ridiculous that the boosters are telling Coach his job is at stake if he doesn't win the state championship, but he resists the urge to get back at them. Coach could have easily gotten defensive, angry, or made a promise that he couldn't keep to placate the men. Instead he holds his ground and tells them, albeit with a hint of sarcasm, that he appreciates their support.



SELF-MANAGEMENT LESSON 3: KEEPING YOUR COOL IN A DIFFICULT CONVERSATION

We don't experience emotions in a vacuum; if we did, managing them would be easy. The place where most people trip up and fail to self-manage is during difficult conversations. Whether a heated debate with a colleague or a tense interchange with your significant other, situations that elicit high-intensity feelings put your true self-management skills to the test.

The following clip from *Catch Me If You Can* will show you how others practice self-management—even with bad intent—during a difficult conversation. In the clip, Carl Hanratty (played by Tom Hanks) is an FBI agent on the move to track down Frank Abagnale (played by Leonardo DiCaprio), who is a skillful check forger. Carl catches up to Frank in a hotel room. Since he doesn't know what Frank looks like, Frank tricks Carl into thinking that he is a Secret Service agent. Watch how nervous Frank is when confronted by Carl, and notice how Frank is able to remain calm in spite of this, enabling him to maintain the ruse.



Log in to your assessment to watch the clip

How does Frank keep his cool?



Relax! You're Late!



A Sip of Water.

Relax! You're Late!

In an intense situation—with a gun pointed at his head—Frank tells Carl to relax. Despite being shocked, surprised, and incredibly nervous, Frank focuses all of his attention and energy on staying calm. As a skilled self-manager, Frank is able to channel his intense emotions into the behavior he wants.

A Sip of Water:

People who are skilled self-managers know how to calm themselves down. In Frank's case, he knows he's done if Carl decides to stop his fictional partner, Merv, for questioning. While Frank waits for Carl to decide whether to question Merv, he grabs a drink of water, knowing that it's the only way to compose himself and hide his anxiety in that moment.



SELF-MANAGEMENT LESSON 4: TESTING YOUR PATIENCE

It's easy to think that good self-management is as simple as controlling explosive emotional outbursts, but these obvious and momentary opportunities for self-control are some of the easiest to spot and manage. One of the biggest challenges people face is managing their emotions when an outburst seems justified.

In the following clip from *Meet the Parents*, Greg (played by Ben Stiller) encounters a difficult airline employee who tests his patience for no apparent reason.



Log in to your assessment to watch the clip

How does Greg deal with her?



What's Wrong With Her?



No Sense in Making Things Worse.

What's Wrong With Her?

The gate agent does a wonderful job of pushing Greg's buttons by making him wait to board with his group even though no one else is around. We all know that traveling can be very stressful, and this lady appears to be going out of her way to make life miserable for him.

No Sense in Making Things Worse:

As annoyed as Greg is, he decides to stand back and wait until she lets him on the plane. Greg recognizes that arguing with this woman won't change her mind and is likely only going to make the situation worse. So, he bites his tongue. It doesn't matter if she deserves a tongue lashing. Emotional self-management means you don't make things worse *for yourself* by letting your emotions go unchecked.



SOCIAL AWARENESS LESSON 1: STEPPING INTO THEIR SHOES

Your ability to recognize and understand others' opinions—and the emotions that come with them—is critical to the quality of your relationships. Putting yourself in the other person's shoes—taking the time to really understand his or her point of view, whether you agree with it or not—is what social awareness is all about.

In this clip from *October Sky*, Homer greets his father after having just returned home from winning the national science fair. Homer has a difficult relationship with his father, who doesn't understand Homer's fascination with rockets and is the only member of the town who hasn't attended a single launch.



Log in to your assessment to watch the clip



Homer lets his father speak his mind.



Homer speaks directly to his father's feelings.

Homer lets his father speak his mind.

To demonstrate social awareness, first you have to let people speak their minds. For most of us, this is relatively easy. That is, until we're convinced that we know what the other person is saying. That's when we cut people off, allow our minds to wander, and completely miss what's really going on.

Homer speaks directly to his father's feelings.

Homer's confidence in directly addressing his father is bolstered by a keen read of the man. Homer's father may hold the authority, but that doesn't mean he doesn't need to feel heard. Homer knows the only way to get through to his father is to address his concerns directly, and Homer does so with a powerful effect. As you can see from the clip, directly addressing the feelings and concerns of others is often the best way to go. However, before you can do that, you have to become skilled at recognizing and reading other people's emotions.

As you can see from the clip, directly addressing the feelings and concerns of others is often the best way to go. However, before you can do that, you have to become skilled at recognizing and reading other people's emotions.

To get better at picking up on others' emotional cues, seek out trusted friends or colleagues with whom you can have a frank conversation about your quest for improved social awareness. The next time they tell you about something they experienced or something important to them, check in with them on the following:

- Tell them your perception of what they are going through and see if it is accurate. Don't be afraid to ask the kinds of questions you really can't ask during a typical conversation.
- Finally, ask them if they were attempting to deliver any unspoken messages. Sometimes people just don't want to say flat out how they feel about something, so they drop hints. If they did, this is a great opportunity to see if you picked up on them.

Who will you try this with?



SOCIAL AWARENESS LESSON 2: HEARING MORE THAN WORDS

As you practice observing and listening to other people more closely, make an effort to hear more than just the words that they say. It's so easy to forget this small, but significant step. The trick to picking up on other people's feelings is not only noticing what they are saying, but also listening to the tone, speed, and volume of their voice and watching their body language.

In the following clip from *Apollo 13*, Commander Jim Lovell (played by Tom Hanks) is an astronaut discussing his upcoming mission with his son. Watch how he is able to move beyond the words that his son is saying to understand fully what his son is thinking and feeling.



Log in to your assessment to watch the clip

How does Jim demonstrate social awareness?



The Art of Listening.



Jeffrey's Shoes.

The Art of Listening:

While playing with his toys, Jeffrey asks his father questions about space travel. The questions start harmlessly enough, but they quickly evolve into deeper territory. Lovell's social awareness skills help him tune in to the emotion behind Jeffrey's questions. Lovell pays careful enough attention to hear what his son is actually saying (the questions) and understand what Jeffrey is feeling by picking up on his body language, facial expression, and tone of voice. Lovell senses Jeffrey's fear about his father going into space, and he embraces the opportunity to reassure his son that the mission will go smoothly.

Jeffrey's Shoes:

It must be terrifying to have your father travel into space, especially when astronauts have died in previous missions. Lovell clearly puts himself into his son's shoes. He avoids jargon and uses his son's toys to show why the mission is going to end safely. Lovell's use of social awareness is advanced in that he cues in to Jeffrey's perspective so well that he can speak to him in a language that he understands.



SOCIAL AWARENESS LESSON 3: TRUST YOUR GUT

Your ability to recognize and understand other people's emotions dictates the quality of your relationships. Putting yourself in the other person's shoes—taking the time to understand his or her feelings—is what social awareness is all about. Sometimes when you do this, you'll pick up on what someone is really feeling, even when their actions and words suggest otherwise.

The following clip shows a great example of picking up on what someone is feeling even when they're trying to tell you otherwise. *Friday Night Lights* is a film based on the coach and players of a Texas high school football team. The city is obsessed with the team, and for most players, football is more than a sport; it is a way of life. Boobie (played by Derek Luke) is the team's star player. He's been recruited by top colleges and has dreams of turning pro, but he's just endured a knee injury that's so severe he'll never play football again. In this scene, Boobie arrives to clean out his locker. Watch how Boobie's teammates react to his words, even though they can sense what he's really feeling.



Log in to your assessment to watch the clip

What do Boobie's teammates miss?



Trust Your Gut.



The Truth Comes Out.

Trust Your Gut.

Boobie's teammates know his dream of playing professionally has been shattered. They see through the act Boobie is putting on to hide his true emotions, but they're afraid to raise the issue or uncertain about what they should say. It's obvious the other boys want to support him, and they miss an important opportunity to do so.

The Truth Comes Out.

Boobie breaks down crying once he reaches his uncle's car. It's clear that Boobie's deeply hurt and needs a shoulder to cry on. If his friends on the team had spoken out, they could have provided the support Boobie needs to get through a very difficult time in his life.



SOCIAL AWARENESS LESSON 4: DIFFICULT PEOPLE

The most socially aware people are able to look past the words someone is saying and gain an understanding of the thoughts and emotions the other person is feeling beneath the surface. Understanding what kinds of thoughts and emotions the other person is feeling will help you unlock the true meaning of what the other person is saying and gain a better understanding of where the person is coming from.

The best way to be socially aware is to put yourself in the other person's shoes. This isn't always the easiest thing to do, but the following tips will help you do just that.

- When you are with other people, focus your thoughts on the other person's perspective by spending some extra time to fully observe the situation, listening closely to how and what is being said, and asking questions that will help you gain a better understanding.
- Try not to let your own thoughts and feelings disturb the interaction. You will be surprised by what you notice about others when your mind is more on them than it is on you.

The following clip will show you three different people who all have different levels of social awareness. The clip is from *The Lucy Show*, Mrs. Carmichael (Lucy) throws a curve ball to George Burns (playing himself) and Mr. Mooney by making a simple task extremely complex.



Log in to your assessment to watch the clip

See if you can pick out which of the three have the highest and lowest social awareness...



Mr. Mooney

Mr. Mooney displays the lowest level of social awareness. Managing an employee like Mrs. Carmichael wouldn't be easy. But for some reason, Mr. Mooney continues to be surprised and disappointed each time she doesn't follow the rules of convention. Instead of trying to understand the flurry of emotion Mrs. Carmichael is feeling and its effect on her ability to find the file, he just gets angry. Over time, it should become apparent that his anger can't control Mrs. Carmichael's strange methods for getting her work done, and he should instead try to understand why she files the way she does.

George

George Burns shows a high level of social awareness. He is perceptive in responding to Mrs. Carmichael. Instead of getting overly frustrated by her strange behavior, he asks good questions and strives to understand where she is coming from. He discovers she is funny, her logic doesn't add up, and she isn't going to be getting his file anytime soon, no matter what they do. In getting to know this new person for what she is, he discovers the next great bit for his stage routine.

Mrs. Carmichael

Mrs. Carmichael displays a low level of social awareness. She is at work, but can't contain herself: she is "starstruck" by George Burns. She also seems to miss Mr. Mooney and Mr. Burns's frustration with her inability to find the file. As she explains her logic for filing, she does nothing to calm them or build their faith in her ability to get the job done.



RELATIONSHIP MANAGEMENT LESSON 1: BRINGING THE SKILLS TOGETHER

Remember that emotions play a role in every interaction you have with another person, whether you are aware of them or not. Emotions often influence the “back and forth” between two people more than the words being said. The ability to spot emotions in the midst of an interaction, understand their influence, and respond effectively is the essence of relationship management. This can be very hard to do.

In the following scene from *The Pursuit of Happyness*, Chris Gardner (Will Smith) is a struggling salesman who has chosen to take an unpaid internship at a prestigious investment bank to make a better future for himself and his son. However, without a salary, he is failing to make ends meet. It is Saturday, and he's taking his son to play basketball before work. Observe the role that emotions play during their interaction.



Log in to your assessment to watch the clip

What happens between these two?



Chris disappoints his son.



Chris recognizes his mistake.



Chris makes a repair.

Chris disappoints his son.

Chris, thinking that he is protecting his son from future disappointment and failure, tries to be realistic with him. Instead, Chris's words destroy what little fun the boy gets to have with his hard-working father.

Chris recognizes his mistake.

Chris notices his son's dejected behavior. Chris realizes that, even though he meant well, his words did not have their intended effect. As Chris pauses to reflect, he realizes his own struggles with success and failure tainted the message. Where this realization would make most people defensive, Chris has the ability to stay focused on his son's feelings.

Chris makes a repair.

Chris repairs the broken conversation by acknowledging his mistake in discouraging his son's dream. The earnestness in Chris's voice shows his son he cares deeply about him, even though Chris's words don't say this directly. It's obvious that Chris remembers all of the times that he's been told he can't do something, and he uses these memories to empathize with his son's feelings.



RELATIONSHIP MANAGEMENT LESSON 2: SPEAKING DIRECTLY TO PEOPLE'S THOUGHTS AND FEELINGS

Relationship management is your ability to use the awareness of your own emotions and those of others to manage your interactions successfully. A major part of this skill is really understanding where others are coming from so that you can speak to them in a language they understand.

In the movie *The Hurricane*, Denzel Washington's character, Rubin 'Hurricane' Carter, is a renowned boxer who was falsely accused of a triple homicide and sentenced to three life terms in prison. In this scene, Rubin is appealing his case after having served twenty years of his sentence, and he asks to speak to the court before the judge makes his ruling. Watch how Rubin chooses his words carefully and gets his message across by reading the audience and tailoring his message to what they're ready to hear.



Log in to your assessment to watch the clip

How does Rubin demonstrate effective relationship management?



He Knows What They're Thinking.



Rubin Is Direct, Yet Tactful.

He Knows What They're Thinking.

When he speaks, Rubin clearly has the audience in mind. Instead of acting defensive or angry—two emotions that would be understandable for someone in his position—Reuben speaks to the audience's thoughts and feelings. Even though he is innocent, Rubin knows how he is perceived and he understands the importance of addressing people's beliefs about him directly if he's ever going to win them over. Acknowledging the perceptions that others have of him levels the playing field and builds trust.

Rubin Is Direct, Yet Tactful.

Rubin accepts that a tough conversation with the judge has to happen if he wishes to be exonerated. With this in mind, Rueben challenges the judge to consider the evidence against him and embrace his purpose as a judge—providing justice. By remaining poised (the result of keeping his own strong emotions in check) as he tactfully acknowledges the judge's perspective and position, Rubin earns his freedom.



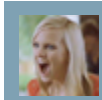
RELATIONSHIP MANAGEMENT LESSON 3: SHOW PEOPLE THEY'RE IMPORTANT TO YOU

Spotting opportunities to show people that they're important to you is critical to building quality relationships. The following clip from *Lost In Translation* shows us what happens when these opportunities are missed.



Log in to your assessment to watch the clip

How does John make his wife feel unimportant?



John?



Oh, This Is My Wife,
Charlotte.

John?

It can be a little awkward when someone you haven't seen in a while calls out your name unexpectedly. When John realizes that it's Kelly, an old work friend, tunnel vision sets in, and he nearly forgets that his wife is standing right next to him. In failing to introduce his wife to Kelly, John not only misses an opportunity to show that she's important, he makes her feel unimportant.

Oh, This Is My Wife, Charlotte.

It's not until Kelly gestures to John about his wife that he finally introduces her to Kelly. Then, he introduces her so quickly—moving on to talk about himself and his career—that she's still left feeling unimportant. His actions erode the quality of their relationship right before our eyes.



RELATIONSHIP MANAGEMENT LESSON 4: SHARING ADVICE SO THE MESSAGE IS HEARD

We all have important decisions to make in life. When someone offers their own ideas about what we should do, it can be easy to get defensive, especially when their opinions aren't in line with our own.

To be successful, this type of conversation relies on sophisticated relationship management skills. Let's explore a moment like this in *Meet Joe Black*. The clip opens with a father (William, played by Anthony Hopkins) and daughter (Susan, played by Claire Forlani) on a helicopter discussing her boyfriend (Drew). William courageously jumps right into the conversation by asking, "Do you love Drew?" Watch how the father manages this important conversation and relationship.



Log in to your assessment to watch the clip

How does William make sure the message is heard?



Do You Love Drew?



I Want You to Get Swept Away.



William Uses All Four Skills.

Do You Love Drew?

William asks this question point-blank not once, but twice. When his daughter avoids answering, he asks if she's going to marry Drew. He quickly reads her discomfort with this question (social awareness) and changes his approach by sharing that he is "crazy about Drew" thinking this might help her relax. When she stays defensive, he knows better than to keep pushing and figures out a better way to get through to her.

I Want You to Get Swept Away.

William begins to break through his daughter's defensiveness when he shares that he doesn't see her showing any thrill or excitement about her relationship. William is clearly learning how to get through to her on the fly, and his flexible approach is the key to making this conversation a success. Things really turn a corner when William says, "I want you to get swept away." This comment puts a smile on her face because she finally understands where he's coming from. He isn't criticizing her—he simply wants her to be happy. Once she realizes this, she responds to him differently. She turns toward him and participates in the conversation, clear signs that she's no longer feeling defensive and is ready to hear what he has to say.

William Uses All Four Skills.

This interaction is a good example of using the first three EQ skills to manage a relationship effectively. William wants his daughter to think differently, and to do this, he has to be self-aware and understand what he can offer her. He uses self-management to manage his own emotions and choose his responses wisely. He uses social awareness to watch every cue from her, which helps him decide to push harder or try a different approach.





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