

THE

EQ

Difference

A Powerful Plan for Putting
Emotional Intelligence to Work

ADELE B. LYNN

A PDF COMPANION TO THE AUDIOBOOK

The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work

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THE CONNECTION AMONG BEHAVIOR, FEELINGS, AND PERFORMANCE

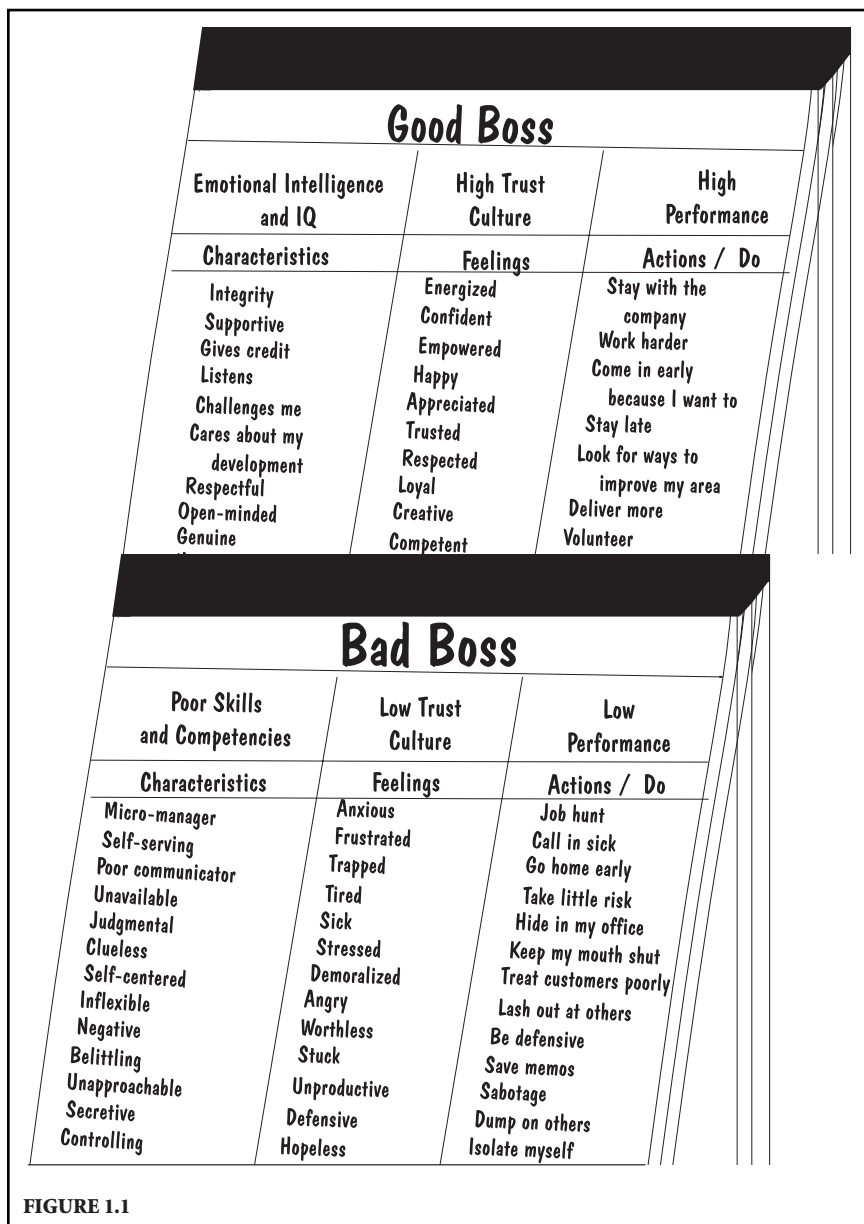
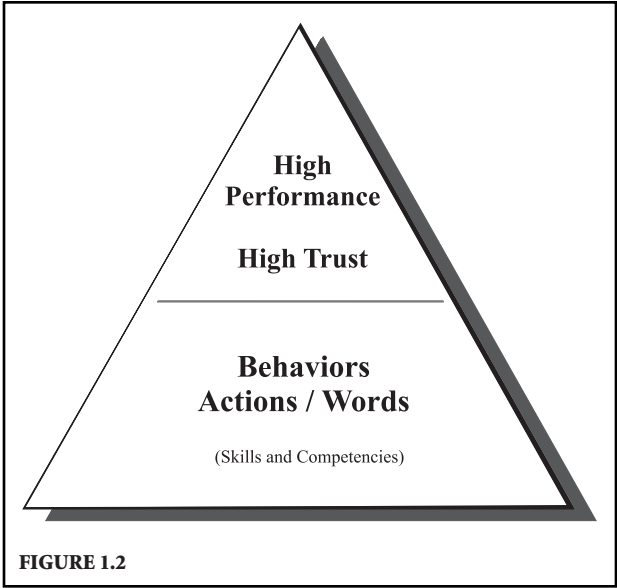
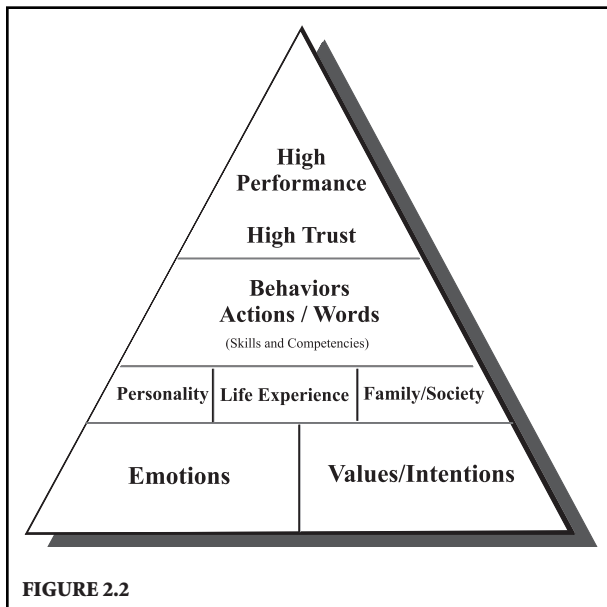
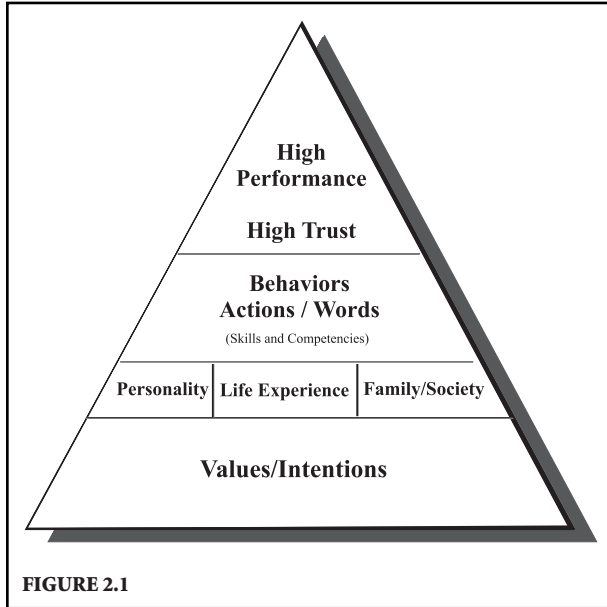
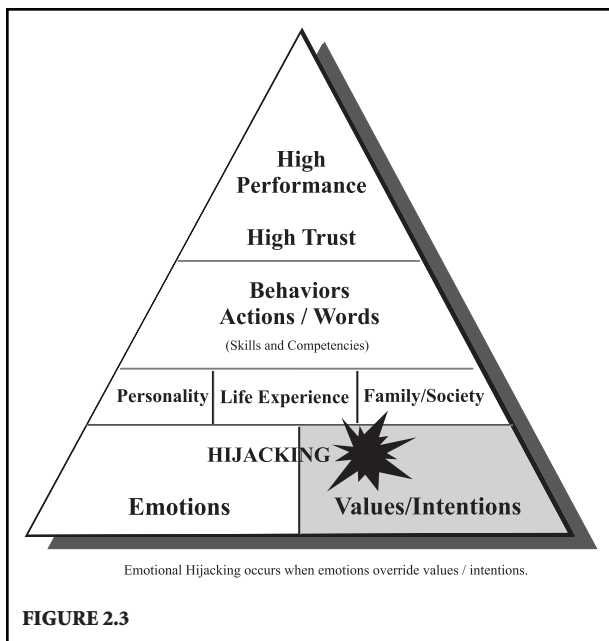


FIGURE 1.1



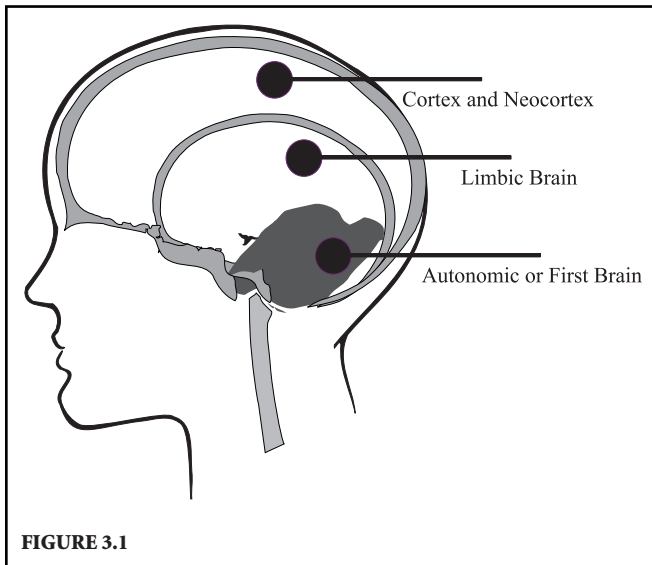
THE MYSTERY OF HUMAN BEHAVIOR



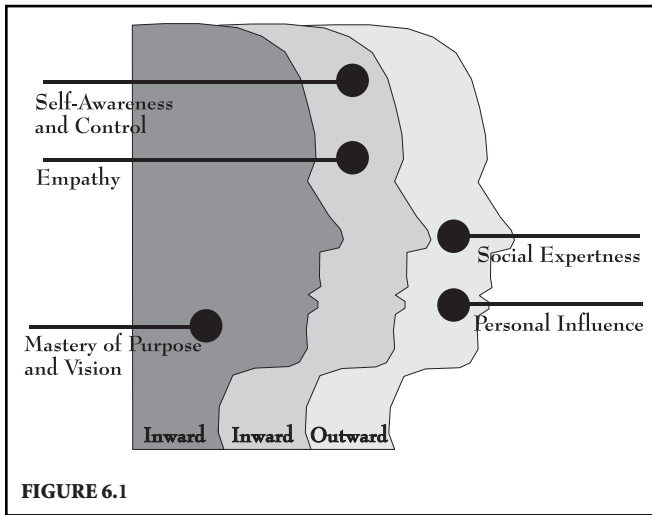


CHAPTER 3

THE WAY WE ARE WIRED



THE FIVE AREAS OF EMOTIONAL INTELLIGENCE



THE DOORWAY TO EMOTIONAL INTELLIGENCE

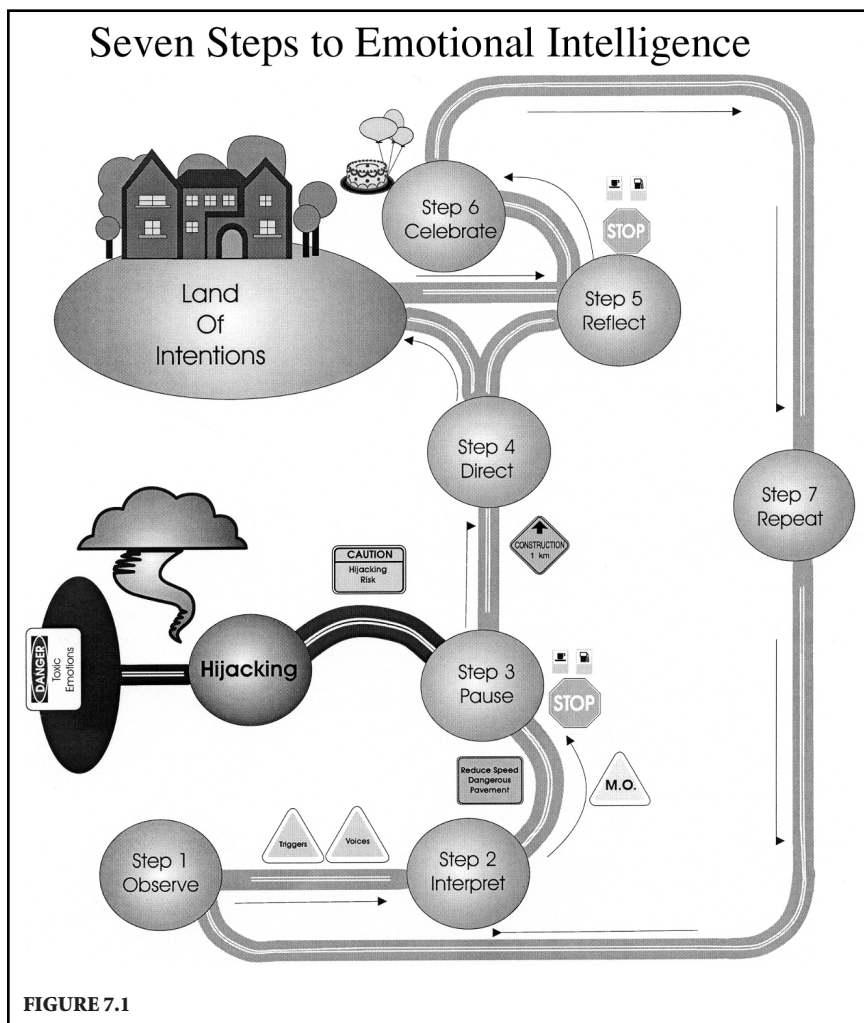


FIGURE 7.1

STEP 1: OBSERVE

The Six Families of Emotion					
Happy	Depressed	Surprised	Anxious	Angry	Creative
Content	Sad	Shocked	Fearful	Enraged	Imaginative
Ecstatic	Suicidal	Dumbfounded	Worried	Sarcastic	Resourceful
Joyous	Melancholy	Startled	Concerned	Annoyed	Artistic
Pleased	Grieving	Astonished	Nervous	Furious	Inspired
Cheerful	Gloomy	Amazed	Uneasy	Irritated	Innovative
Blissful	Miserable	Stunned	Restless	Irate	Ingenious
Exultant	Heartbroken	Flabbergasted	Fretful	Livid	Inquisitive
Delighted	Distressed	Astounded	Frightened	Incensed	Playful
Jovial	Poignant	Taken Aback	Panicky	Cross	Pioneering

FIGURE 8.1

STEP 2: INTERPRET

JOY	
Emotional M.O.	Typical Behavior Exhibited
The Verbal Exuberant	The exuberant lets everyone see the joy he experiences. This person experiences joy loudly and demonstrably. Typical behaviors would include smiling, laughing, and verbalizing joy. Rapid speech and excitement characterize expression.
Stonefaced Joy	This person may be experiencing joy, but her outward expression is stonefaced. She doesn't exhibit outward reactions. She does not express joy verbally. Her poker face gives little clue that she is joyful.
The Quiet Grin	The typical M.O. for this person when experiencing joy will be at most a quiet grin or smile. No wild expression here, only a subtle grin that indicates happiness.
The Physical Exuberant	Hugging, giving someone a handshake or a high five are physical behaviors that indicate joy for this person. He or she uses the body to demonstrate joy.
Tearful Joy	Tears of joy serve as an outward expression for this M.O. Wet eyes are the indicator of happiness.

FIGURE 9.1

ANGER

Emotional M.O.	Typical Behavior Exhibited
The Verbally Explosive	The typical M.O. for the verbally explosive would include angry outbursts filled with explosive language. When this person gets angry, everyone around him or her will hear it.
The Door Slammer	Stomping, slamming, throwing, and other physical expression characterize this anger monger.
The Sarcasm Thrower	Biting sarcasm is the hallmark of this M.O. The sarcasm thrower is skilled at knowing just the right remark to cut and penetrate the target.
The Pouter	Pouting and withdrawing and feeling sorry for himself, the pouter sulks and appears aloof and miserable to others.
The Machine Gunner	Get out of the line of fire when the machine gunner is angry, because even if you are not the target of her rage, you'll probably be hit. This person spills anger in all directions, regardless of the person who prompted the initial reaction.
The Grudge Holder	Some people will seemingly be unaffected by a situation, however, they are holding onto it for later. They store up and keep score of their anger. Later, they cash in in a variety of ways.

FIGURE 9.2

OVERWHELMED

Emotional M.O.	Typical Behavior Exhibited
Oh, Woe is Me	Poor, poor, miserable me. Typical behavior would include ruminating about how bad life is. The aim may be to evoke sympathy or attention, but the focus is all about being a victim.
I Can't Take It Anymore	This person lets others know that the situation is intolerable by verbally expressing his stress. However, what you hear is just a statement of the mood as if to let off steam. It's not about putting energy toward the situation in hopes of resolving it.
Anger Busy	Resentful and angry that somehow it "all falls on my shoulders." This person is in a constant rage and the to-do list gets the focus.
Defeated Busy	"I might as well give up," she says. "I'm so overwhelmed and behind that I'll never catch up. It's hopeless, it's useless to try."

FIGURE 9.3

Proud	
Emotional M.O.	Typical Behavior Exhibited
Tell it on the mountain	This person tells everyone about his pride. He wears it on his T-shirts. He invites others to celebrations. These people carry pictures for the world to share in his pride. This is the proverbial proud grandpa (or grandma) behavior. In the workplace, he sends e-mails and letters and speaks up in meetings about his accomplishments or the accomplishments of others that he is proud of.
Humble Pride	This person downplays any attention or acknowledgement regarding her accomplishment. She finds it difficult to talk about her victories. Instead, she usually diverts the attention or acknowledgement to others or dismisses it altogether.
Choked up	Some people tend to tear easily when they feel a sense of pride. The reaction renders them somewhat incapable of immediate verbal expression because they can't get past the lump in their throat.

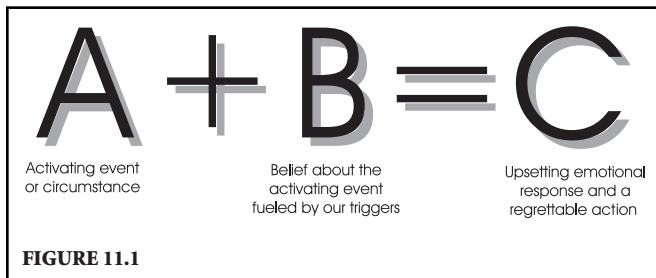
FIGURE 9.4

Self-Doubt

Emotional M.O.	Typical Behavior Exhibited
Extrapolator	The extrapolator is quite skilled at extending one set of events into an entire lifetime vision. The extrapolator will quickly conclude, "If I am unable to do A, then obviously I am unable to do B. If I cannot do A or B, then I am obviously a complete and total failure." A and B may be completely unrelated, but not to the extrapolator. His doubt in one area will naturally cast huge shadows about his ability to perform in another area regardless of truth.
Paralyzed	This person's self-doubt simply leaves him or her paralyzed to try anything. Failing is to be avoided and the best way to accomplish that is by simply standing like a deer caught in the headlights.
Defeat Through Observation	By observing the failures of others, he concludes that most everything is impossible. He is skilled at finding numerous examples that support his claim.
Prove Myself Wrong	This person keeps working frantically to prove himself wrong and is caught in a never-ending cycle of trying to gain proof of accomplishment.

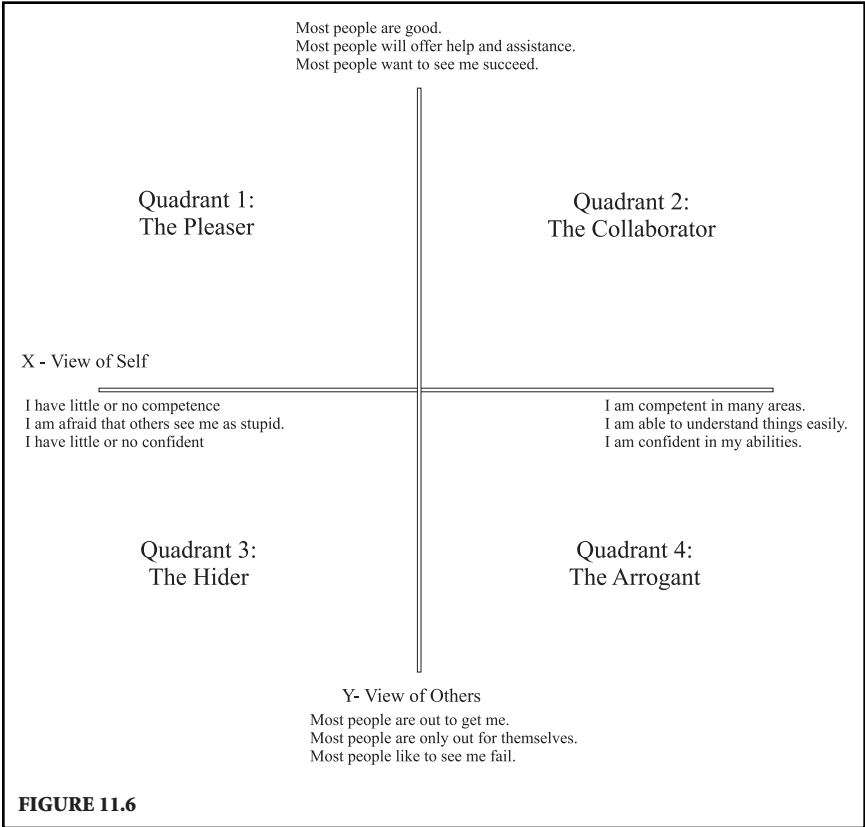
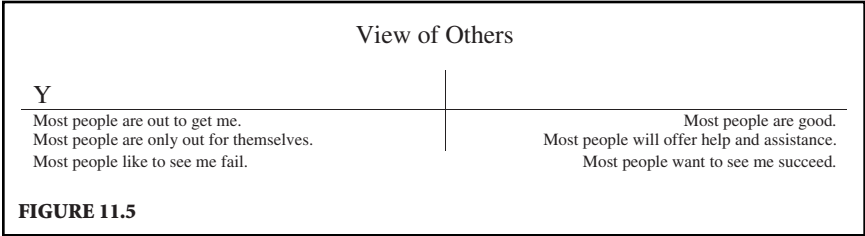
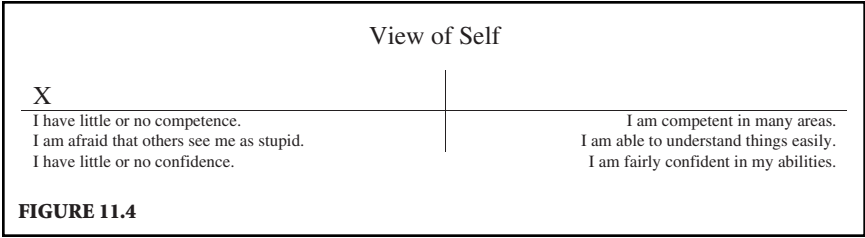
FIGURE 9.5

STEP 4: DIRECT



“Workview” Assumptions	
I work at this company because I have to.	I choose to work at this company.
Work is just a part of existence that I must bear in order to survive.	Work is a productive part of my day that allows me to live all of my life to the fullest.
The people that I work with are stupid and insensitive.	The people that I work with are competent, caring, and helpful.
Management doesn’t care about us.	Management wants to make the company successful so we all prosper.

FIGURE 11.3



SELF-AWARENESS AND SELF-CONTROL AT WORK

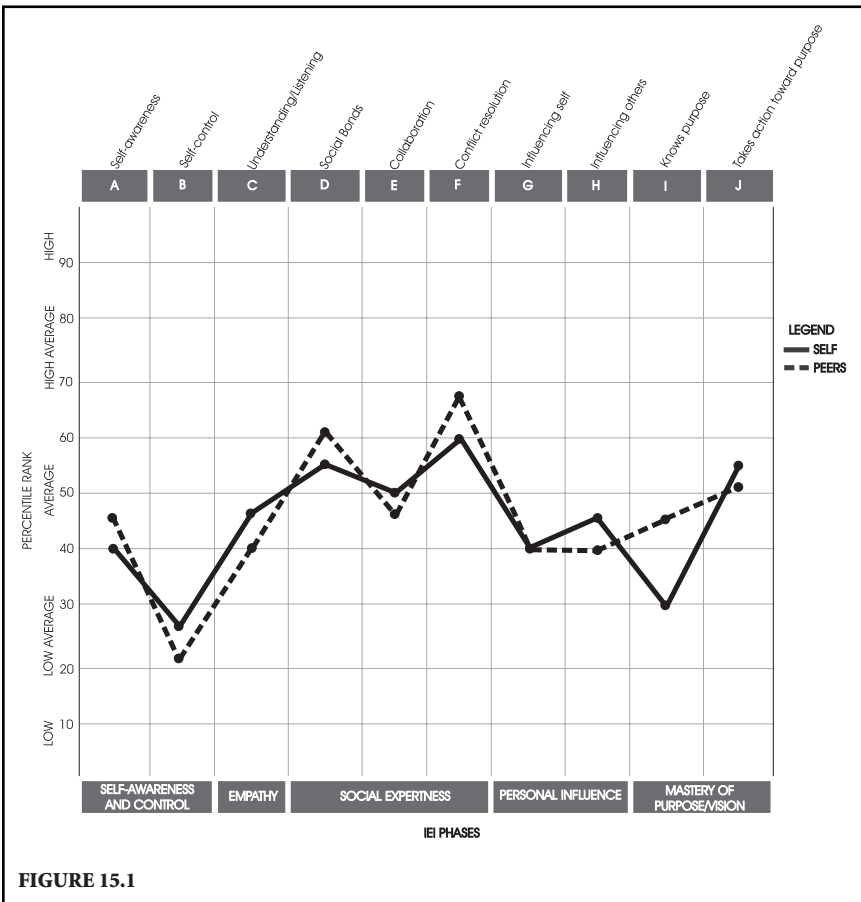


FIGURE 15.1

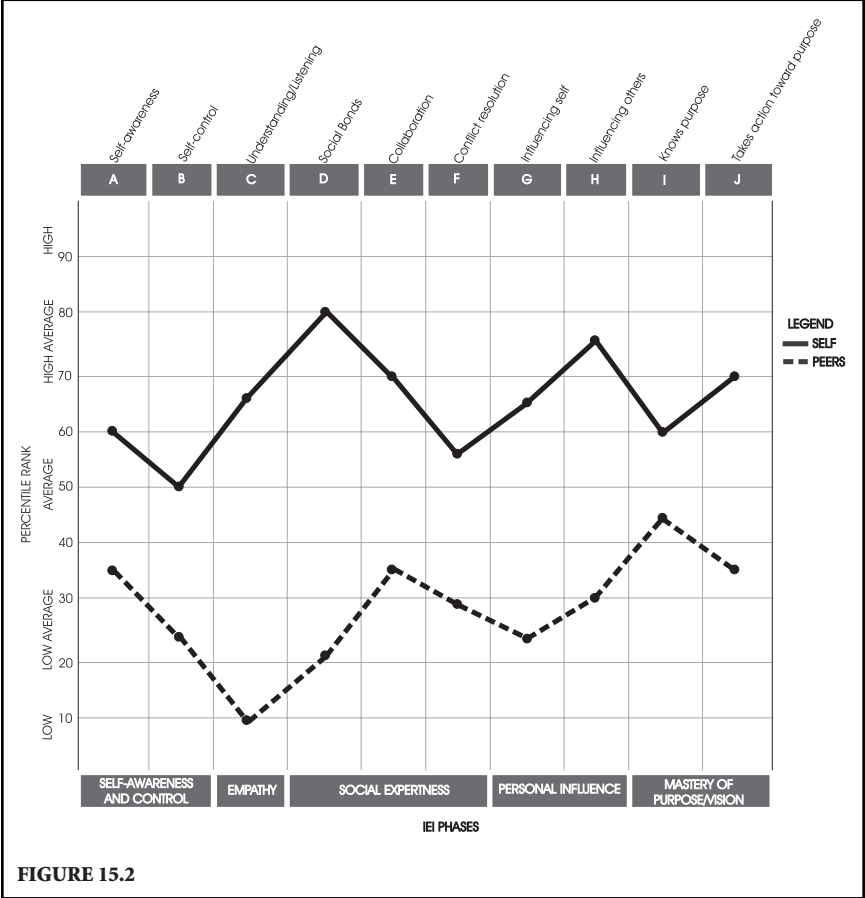


FIGURE 15.2

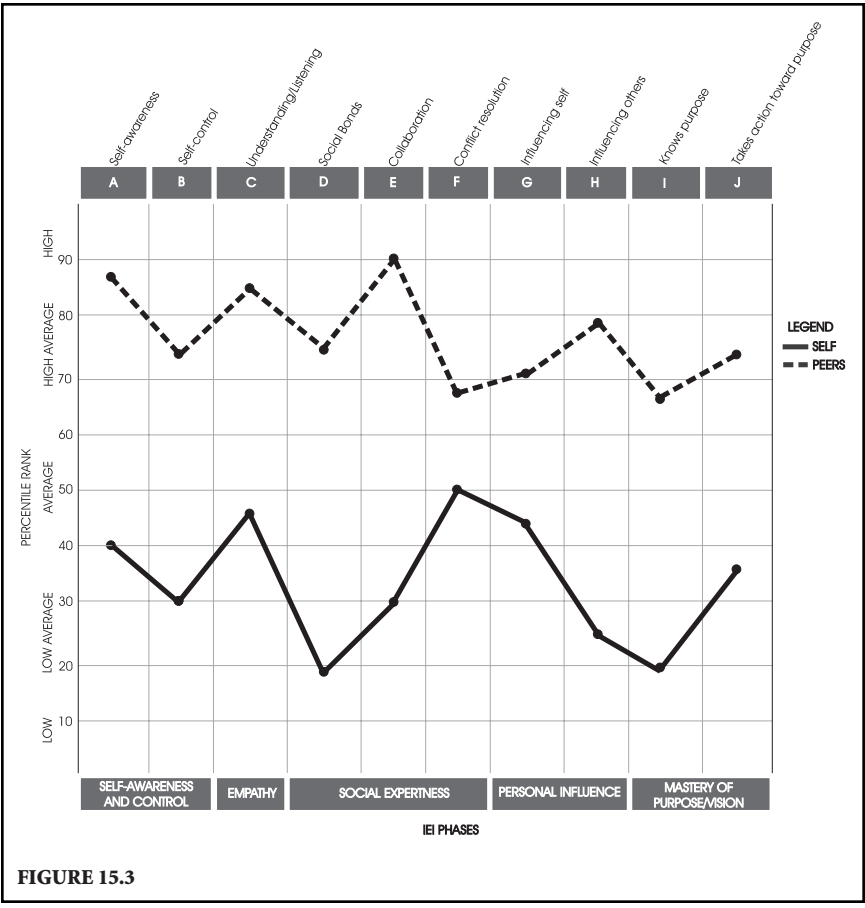


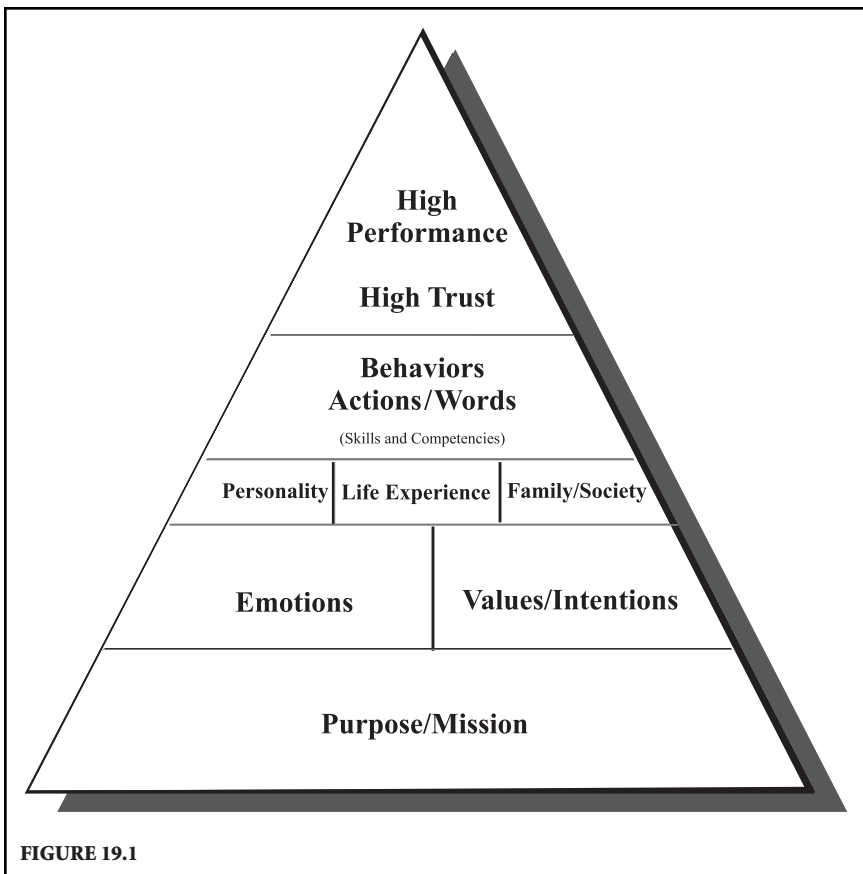
FIGURE 15.3

SOCIAL EXPERTNESS AT WORK

Emotional Intelligence and Conflict Resolution		
Emotional Intelligence Factors	How it Applies	Action
Self-Awareness	It is essential to be aware in the moment of how you feel in a conflict situation because your feelings may hijack your rational brain and impact the outcome of your conflict resolution.	Ask: In the moment What am I feeling in this situation? What is my typical M.O. in this type of conflict? What is my intention in this situation? How is my limbic brain at risk of hijacking my intention in this situation?
Self-Control	You must exercise self-control if your emotional reaction will undo your intention. Self-control can be accomplished through breathing, self-talk, suggesting another meeting time, or other centering techniques.	Ask: In the moment What is my potential impact on others given my M.O.? What is my intention? What do I need to do to limit the risk of hijacking?
Listening	Active listening is an essential skill in de-escalating a conflict and coming to resolution.	Ask: In the moment Am I employing my active listening skills? Am I listening without regard to proving my point?
Understanding the Perspective of the Other Person	In a conflict situation, it is important to try to understand the other party's perspective, not for the purpose of disproving it, but rather to build on it.	Ask: In the moment How can I use my empathy to understand this situation? Has my life experience taught me anything that can help me relate to this situation?
Social Bonds	Respect and dignity in the conflict is important to resolution.	Ask: In the moment Am I respecting this person? Are my words and actions building bonds or destroying them?
Collaboration	Inviting others to solve the conflict helps them retain some sense of power and control over the situation.	Ask: In the moment How can I invite this person into the solution? How can this person's perspective be included to solve the conflict?
Conflict Resolution	All of the above must be present.	

FIGURE 17.1

MASTERY OF PURPOSE AND VISION AT WORK



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