



**Leading with
emotional intelligence**

genos[®]
INTERNATIONAL

About Genos

We assess and develop emotional intelligence as a way of helping people enhance how they connect, communicate and collaborate at work. In transforming these essential people skills at work we also aim to make a difference to people's relationships outside the workplace. We aim to help make people better parents, partners, siblings and friends. That's why we call our work Game changing for business. Life changing for people.

Genos is a leading, global provider that delivers on our mission with transformational content, great digital technology, exceptional customer service, passionate partners and clients who want to lead their industries. We practice what we teach and each share a personal commitment to what we do.

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SESSION OVERVIEW

In this session we will:

1. Explore the science of emotions and emotional intelligence
2. Analyse why emotional intelligence is important at work and life outside of it
3. Determine how we can boost EI skills within ourselves through different:
 - a. Emotional strategies
 - b. Physical strategies, and
 - c. Environmental strategies



THE 24-HOUR FEELINGS ACTIVITY

In the space below, write down as many feelings you can recall experiencing during the last 24 hours.

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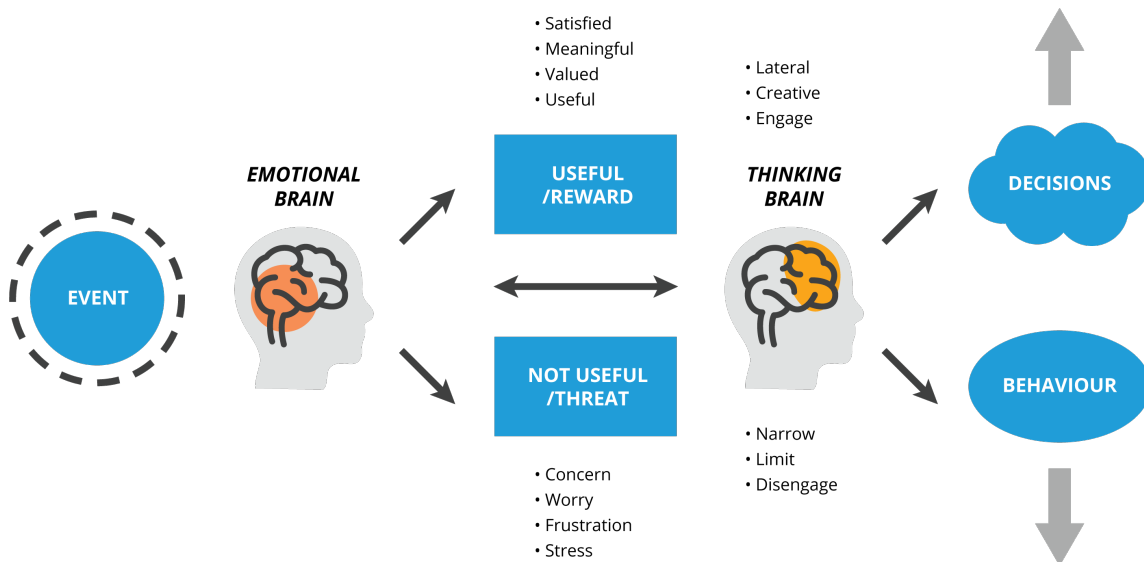
Total number of feelings recalled:

Total number of pleasant feelings recalled:

Total number of unpleasant feelings recalled:

THE SCIENCE OF EMOTIONS

Neuroscience, the study of the biological mechanisms of the brain, has shown that whenever an event occurs around us (such as the way someone is talking to us in a meeting), our brains start to construct emotions. Some of the areas of the brain involved include the limbic system. This area of the brain is sometimes referred to as the Emotional brain because it is thought to play an important role in emotional regulation.



The so-called Thinking brain or Prefrontal cortex is also involved in the construction and evaluation of emotions. Among other executive functions it helps us determine good from bad and better from best. It helps us anticipate behaviour and determine the best behavioural response to make to events. The prefrontal cortex is also said to dictate an individual's personality, goals and values, making it vital to our sense, and understanding of ourselves. Working together these areas of the brain help create and evaluate emotions that are stimulated by what's happening around us.

Research on emotions has also shown us that pleasant emotions tend to enhance the functioning of our prefrontal cortex having, what social psychologist Barbara Fredrickson termed, a "broaden and build" effect. Pleasant emotions help us think more openly, creatively, and laterally. With pleasant emotions we tend to be more open to new ideas. We also tend to think more deeply about issues and see more options. Pleasant emotions also increase dopamine levels, which are important for interest in things and learning. Conversely, unpleasant emotions tend to limit the functioning of our prefrontal cortex, narrowing our thinking and limiting our interpretation of events. By design this process is said to help focus our attention on what's going on immediately around us and to respond quickly. In this process, unpleasant emotions can diminish our cognitive resources. We can become biased in our views, lose our capacity to objectively evaluate situations and conceptualise our best responses to them. You may have experienced this in a verbal conflict with someone where you felt threatened and thought about all the best or "smartest" things to say once you'd walked away from it.

While the effects of emotions are obvious when we are consciously experiencing them (e.g., we do our best thinking when we feel relaxed and commonly do things we later regret when angry), emotions are constantly and powerfully affecting our decisions, behaviour and performance unconsciously as well. One job of the Emotional Brain is to make very quick, unconscious determinations about whether something or someone is safe or not. This automatic, unconscious decision-making is what psychologist Joseph LeDoux calls our “danger detector”. **Emotions play one of the most integral roles in human experience helping us decide what to do and how to behave in our environment.** Emotions help us evaluate the world and make both conscious and unconscious decisions about events and the people in them, based upon what feels safe, likable, valuable, comfortable, meaningful, just, correct, and so on.

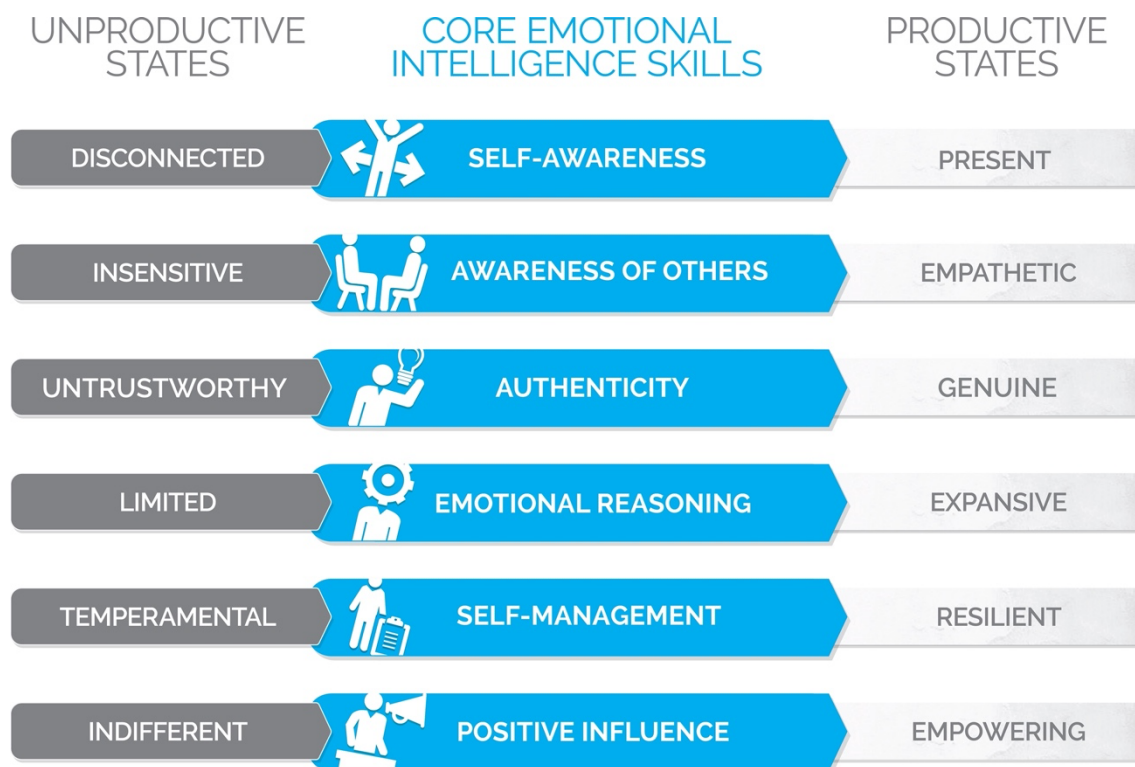
In summary, emotions are things we construct or create with our brains, around events shaped by our life experiences and personal attributes (personality, goals and values). Emotions influence the way we think and the decisions we make; the way we respond (or behave, showing up in our facial expressions, tone of voice and body language) and therefore how we connect, communicate, and influence each other; and how we perform.

EMOTIONS, DECISIONS, BEHAVIOUR AND PERFORMANCE

EFFECTS OF NEGATIVE EMOTIONS	EFFECTS OF POSITIVE EMOTIONS
<ul style="list-style-type: none"> ○ Narrow our thinking ○ Limit our interpretation of events ○ Reduce linear conscious processing ○ Cause reactionary behaviour (fight or flight) ○ Shrink from opportunities ○ Demonstrate disengagement behaviours ○ More easily triggered ○ More lasting effects ○ Reduce performance 	<ul style="list-style-type: none"> ○ More rational creative problem solving ○ More open to new ideas ○ More willing to try difficult things and develop new solutions ○ Cause engagement behaviour (interest and input) ○ Take more risks ○ Cause us to think more deeply about issues ○ See more options ○ Increase dopamine levels, which are important for interest and learning

EMOTIONAL INTELLIGENCE

With the science of emotions as a backdrop we can begin to fully appreciate the value of emotional intelligence or EI. EI by definition is a set of skills that help us perceive, understand and respond effectively to emotions within ourselves and others, as shown in the model below. These skills help us act intelligently with emotions and therefore underpin the quality of our decisions, relationships and performance. Research has shown that we all have the skills of emotional intelligence and can improve them within ourselves. The quality of our relationships also underpins our wellbeing. Because of this, emotional intelligence can also help us lead a healthier, happier and longer life. The Genos model of emotional intelligence is shown below.



The skills, in blue on the model above, help us “be” the productive being states on the right side of the model, as opposed to the unproductive being states, that we can all be at times, on the left side of the model.

EMOTIONAL INTELLIGENCE REFLECTIVE QUESTIONS

How many feelings were you able to recall feeling over the last 24 hours, and what did this number get you thinking about in terms of your own emotional self-awareness?



What was your ratio of pleasant and unpleasant emotions like?



What else did the 24-hour feelings activity get you thinking about in terms of emotional intelligence?



EMOTIONAL STRATEGIES

Emotional strategies come from the work of people like Lisa Feldman Barrett and Barbra Fredrickson. These and other researchers in their area have shown us that we can boost our emotional intelligence by:

1. Becoming more aware of the things we create emotions around,
2. Becoming more aware of the way emotions can cause us to behave, and
3. By exercising our emotional system.

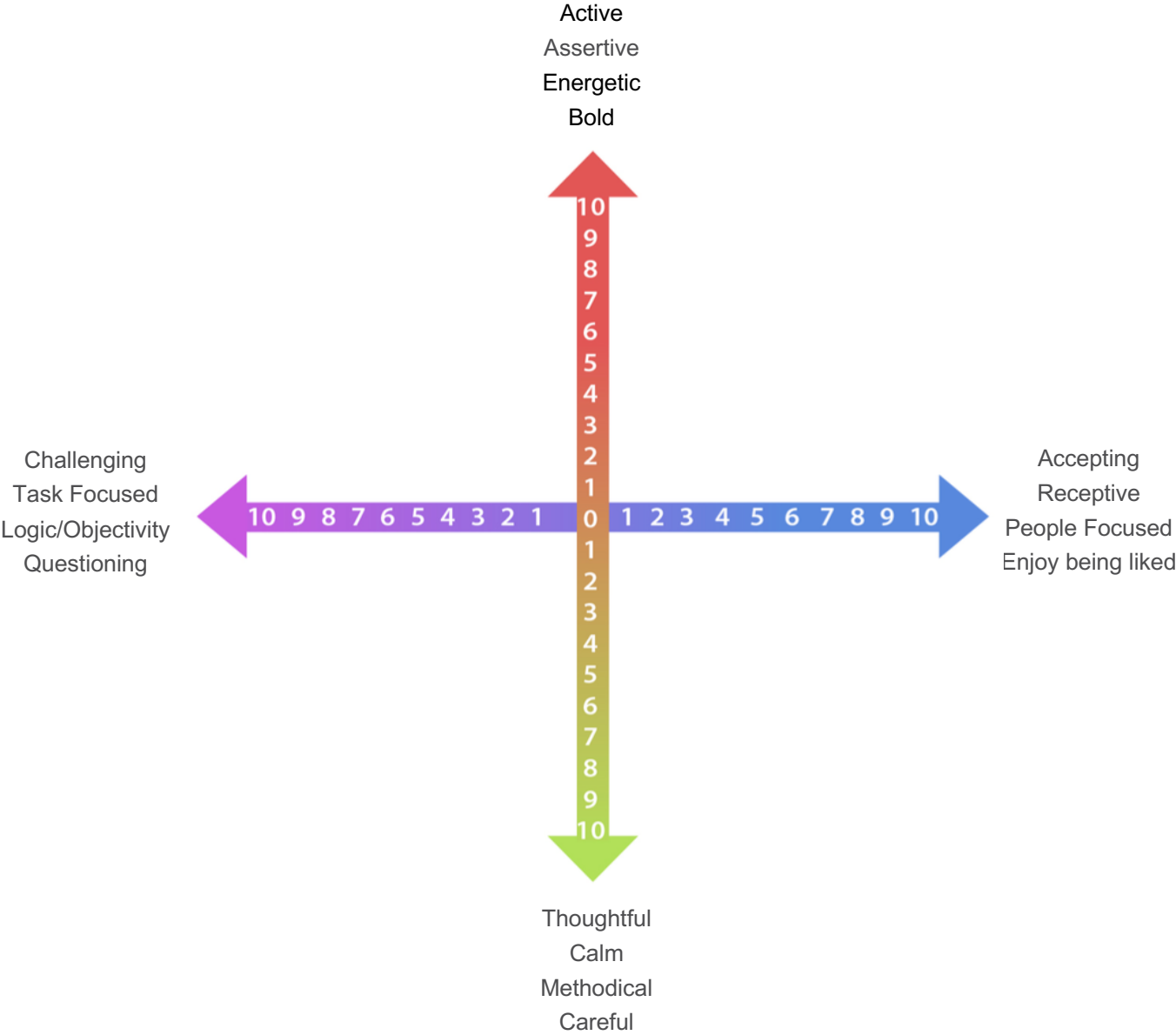
BECOMING MORE AWARE OF THE THINGS WE CREATE EMOTIONS AROUND.

Emotions are something we construct based on things like our life experiences, personality, values and beliefs, By getting to know these variables within ourselves we can become more aware of the things that we create emotions around and the way we respond to those feelings. This awareness gives us greater control and choice in how we respond to emotions. In this session we are going to use the theory of personality that underpins one of the most widely used personality models in the world – the DISC model which was originally developed by William Marston who wrote a book called the Emotions of Normal People.

In this book and related literature Professor Marston explains that a great deal of our emotions and behaviour can be explained by two major Needs we all have. Those being the need for Control and the need for Affiliation. By determining our levels of these needs we can start to enhance our self-other awareness and our awareness of the link between the way we feel and behave.



SELF-MAPPING EXERCISE



Notes:



UNPLEASANT EMOTIONS

Below is a list of the textbook things that cause or 'manifest' unpleasant emotions for different personalities organised by the need for Control and Affiliation.

Loss of control
Being taken advantage of
Indecisiveness
Overly cautious behavior

Silo mentality
Disapproval or rejection
Being ignored
Lack of involvement

Criticism
Being wrong
Loud extraverted people
who 'fake' it/aren't
accurate
Being looked over for
expertise

Change
Confrontation & loss of
harmony
Quick decision-making
Task focused people

Use the textbook examples of things that can manifest unpleasant emotions to help you identify things that can facilitate unpleasant emotions for you. Capture a short description below of the typical context you find yourself in when this occurs.



EMOTIONS AND BEHAVIOUR

Another thing we can do with this model of personality is use it to consider more deeply the way our feelings cause us to behave. Emotions play a large influential role in our behaviour showing up in our tone of voice, facial expressions, and body language. Because of this emotions are fundamental to how we connect, communicate and influence others. Below is a list of textbook ways unpleasant emotions can cause us to behave organised by the need for Control and Affiliation. Sometimes, particularly when we are tired or having a stressful day, we can react to unpleasant emotions in default ways, 'reactions' so to speak.

Pushy
Impatient
Domineering
Attacks
Tough
Harsh

Disorganised
Vain
Manipulative
Excitable
Reactive
Undisciplined

Overly analytical
Picky
Stuffy
Critical
Judgmental
Defensive

Unsure
Wishy-washy
Awkward
Possessive
Confirming
Insecure

Use the textbook reactions to unpleasant emotions shown above to help you identify and describe a reaction you can sometimes have. This is of course something we can identify ourselves, however it's also very valuable to engaging others in this process. We recommend you ask people close to you, how you can react when stressed, frustrated, or experiencing other types of unpleasant emotions.



EXERCISING YOUR EMOTIONAL SYSTEM

Our emotional system sits at the heart of our wellbeing, and like other systems in our body we can intentionally engage in activities that exercise it to help it function effectively and to help us learn how to regulate and manage it more effectively. Among other things, emotions help us contemplate life itself and what's important. They can also be a great stimulus for making future plans.

What things move you emotionally? What things could you intentionally engage in to exercise your emotional system?



PHYSICAL STRATEGIES

Physical strategies by their very nature involve things like improving our sleep, diet and exercise. There is a big connection between our physical health and our emotional health and visa versa. Research in this area has shown that making improvements in our physical wellbeing not only helps us live longer, it can also make us feel happier, think more clearly and improve the quality of our relationships.

SLEEP STRATEGIES

Good sleep is a foundation for good health and a happier frame of mind. A great question to ask yourself at the outset here is 'What is the optimal amount of sleep I need and how often am I getting it?' Most adults need 7 to 8 hours of good quality sleep on a regular basis. Consider making changes to your routine if you can't find enough time to sleep.

My optimal amount of sleep is _____

The number of nights a week I'm getting this amount of sleep is _____

Did you know that getting an optimal amount of sleep has many benefits? It can help you:

- Get sick less often
- Stay at a healthy weight
- Lower your risk for serious health problems, like diabetes and heart disease
- Reduce stress and improve your mood
- Think more clearly and work more productively
- Get along better with people
- Make good decisions and avoid injuries

If you are having trouble sleeping, try:

- making changes to your routine to get the sleep you need. For example, set a bedtime routine like showering before bed, reading a book or going to bed at the same time each night
- creating a more optimal sleep environment. Make sure your bedroom is dark, cool and quiet.
- Changes to your diet or eating before 7pm.
- Limit caffeine – a good rule of thumb is no caffeine after 2pm.
- Try limiting or eliminating alcohol most nights of the week – alcohol can keep you from sleeping well.
- Keeping electronic devices out of the bedroom and don't look at screens for an hour before bed.
- If you find yourself awake and worrying about things, try some of the smiling mind sleep meditation exercises.

DIET

A healthful diet typically includes nutrient-dense foods from all major food groups, including lean proteins, whole grains, healthful fats, and fruits and vegetables of many colours. Healthy eating also means replacing foods that contain trans fats, added salt and sugar with more nutritious options. Following a healthful diet has many health benefits, including building stronger bones, protecting your heart, preventing disease, losing excess weight, reducing the chances of diabetes, boosting your mood, and improving your sleep.

This article <https://www.medicalnewstoday.com/articles/322268> looks at the top 10 benefits of a healthful diet, and the evidence behind them. Is there any benefit from improving the quality of one's diet without weight loss? The answer is YES. Many studies have shown that by improving what you eat, you can improve cardiovascular risk factors, such as high blood pressure, LDL (bad) cholesterol, and triglycerides, and improve your health.

Here are a number of things to try to improve your diet:

- Read up about the types of things you should be eating and things you should be avoiding
- Search up on easy, healthy meals to cook, for example <https://www.delicious.com.au/recipes/collections/gallery/60-healthy-dinners-you-can-cook-in-30-minutes/1vo4q819>
- Drink more water and less alcohol, caffeine, fruit juice or soda
- Intentionally chew your food more
- Keep a food journal and/or calorie count. Apps like Easy Diet are very easy to use and very helpful at helping you monitor and regulate your food intake
 - (a) For Apple <https://apps.apple.com/au/app/easy-diet-diary/id436104108>
 - (b) For Android <https://play.google.com/store/apps/details?id=au.com.xyris.eddflutter&hl=en>
- Try replacing a meal with a meal supplement or protein shake. The Manshake and Ladyshake are great ones to try <https://themanshake.com.au>
- Read up on healthy eating tips, for example https://www.hri.org.au/health/your-health/nutrition/10-healthy-eating-habits-to-get-into?campaignid=10154687009&adgroupid=114949470617&adid=495036010067&gclid=CjwKCAjwnPOEBhA0EiwA609ReVCZK7XdKwA7ecx4TkVpDjFAHqkayUJxlyy5tUNLbcLbNIC8danT9BoCyQ4QAvD_BwE
- Try intermittent fasting. Here's a blog on 6 popular ways of doing it <https://www.healthline.com/nutrition/6-ways-to-do-intermittent-fasting>

EXERCISE

Exercise has been shown to demonstrably improve our mood, emotions and wellbeing generally. It can also reduce your risk of developing diseases like type 2 diabetes, cancer and cardiovascular disease.

Exercise can also have immediate and long-term health benefits for your mental wellbeing – it can help you think and feel better. It can also improve the quality of your relationships, bringing benefits to your social wellbeing. Most importantly, regular activity can improve your quality of life. How much exercise do you need? Research findings recommend 30 minutes a day, but short, intense bursts of exercise can also have many beneficial effects. Exercise, and physical activity generally, makes you feel better, gives you more energy and helps you get a better night's sleep.

Australia's physical activity and sedentary behaviour guidelines state that:

- Doing any physical activity is better than doing none. If you currently do no physical activity, start by doing some, and gradually build up to the recommended amount.
- Be active on most, preferably all, days every week (e.g. 10,000 steps).
- Accumulate 150 to 300 minutes (2½ to 5 hours) of moderate intensity physical activity or 75 to 150 minutes (1¼ to 2½ hours) of vigorous intensity physical activity, or an equivalent combination of both moderate and vigorous activities, each week.
- Do muscle strengthening activities on at least two days each week.

Popular fitness apps that can help you with exercise include:

1. Ritual Fit: 30-minute fitness – <https://www.ritual.fit>
2. MyFitnessPal – <https://www.myfitnesspal.com>
3. Home Workout - No Equipment – <https://apps.apple.com/au/app/home-workout-no-equipments/id1313192037>

Timed workouts, like the 7-minute workout, are popular too, for example

<https://www.youtube.com/watch?v=mmq5zZfmlws>

ENVIRONMENTAL STRATEGIES

Different environments have a subtle but demonstrable impact on the way we think, feel and act. Big business knows this, and this is why all department stores play soft music, have nice smells and certain layouts to their stores. All casinos feel similar for very specific reasons. These design principles are also well known, and drawn upon, in Education, where we often spend a lot of time setting up learning environments that help facilitate student learning outcomes. We can improve the physical environments in which we work, or spend significant amounts of time in, with things like:

- Burning scented oils or candles. For example, you can use peppermint to help improve concentration and attention, or lavender to help create a more relaxed, lateral-thinking vibe.
- Playing certain music to create different atmospheres and to help you get into different mood states.
- Using different furnishings to help make a space feel relaxed, formal, contemplative and so on.

You can use things like plants to help improve your health and wellbeing. Did you know that:

- Indoor plants can make you feel more comfortable and soothed.
- Students who study with real, live plants in the classroom are found to be more attentive and better able to concentrate than students in classrooms with fake plants or no plants at all.
- Plants in your workspace can increase both productivity and creativity.

This [study](https://meridian.allenpress.com/jeh/article/14/2/97/79431/Interior-Plants-May-Improve-Worker-Productivity), which is often cited and discussed in many blogs and so on, found that students in a campus computer lab worked 12 per cent faster and were less stressed when plants were placed nearby. See <https://meridian.allenpress.com/jeh/article/14/2/97/79431/Interior-Plants-May-Improve-Worker-Productivity>



CREATING BOUNDARIES

Creating boundaries is an important part of our mental health and wellbeing and can therefore boost our emotional intelligence. A boundary, by definition, is a limit or space that you define, that sits between yourself and:

1. Something – boundaries around things
2. Something you do – physical boundaries
3. Someone – sometimes referred to as a personal or relationship boundary.

Most often we set up boundaries to protect ourselves from things that don't make us feel pleasant or can have some form of negative impact on us. Boundaries can range from being loose to rigid, with healthy boundaries often falling somewhere in between. Below are some examples:

Boundaries around things typically include:

- How much time you spend watching TV or Netflix
- How much time you spend on your phone or other devices
- Spending limits
- Limits on tuning into the news or social media.

Physical boundaries typically include:

- How much you eat and drink
- When you go to bed
- The number of social engagements you have
- How long you work or how often you work after hours
- Exercise.

Relationship boundaries might include:

- Not connecting with certain people on Facebook
- Defining how much time you are able to give someone
- When you do and don't make yourself available
- Declining certain social engagements
- Defining things you need from a relationship in order for the relationship to exist.

FOUR STEPS TO CREATING HEALTHY BOUNDARIES

1. Define the actual limit or space you need. For example, the need to limit how often you tune into the news or social media.
2. Describe why it's important to have the boundary. In our example of limiting news and social media, the why might be because the news makes you anxious or you find it a constant distraction that is affecting your work and relationships.
3. Identify how you'll put the boundary in place and regulate it (or keep yourself true to it), the things you'll actually do to operationalise the boundary. In our news and social media example, it might be identifying times of the day and lengths of time you tune in.
4. Set consequences either for yourself or, if it's a relationship boundary, consequences for the relationship. Relationship boundaries (in particular) are seldom effective unless there are consequences for the relationship for not respecting them. When setting consequences for relationship boundaries, it's important to set consequences that you are willing to follow through on. If you are creating relationship boundaries, obviously these need to be communicated to the other party, so they know they exist. When you are doing so, the textbooks suggest you communicate all four of the above steps, but keep it simple and don't over communicate or justify why you are creating the boundary.

These steps and a wealth of other great information on creating healthy boundaries can be found on this website: <https://positivepsychology.com/great-self-care-setting-healthy-boundaries/>



APPLICATION ACTION PLAN

What were some of the key insights or 'takeaways' from this session?



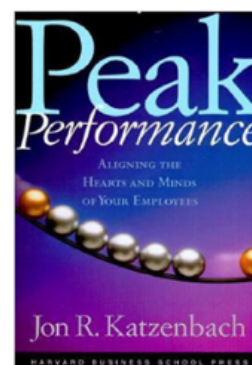
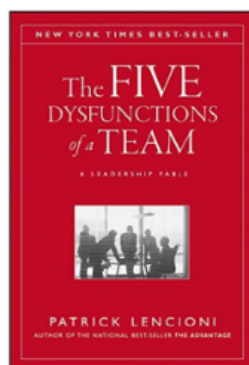
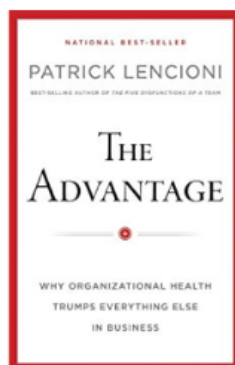
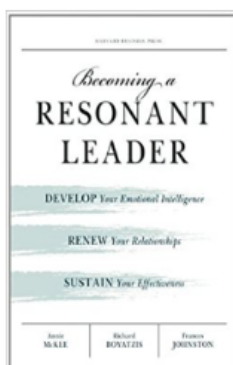
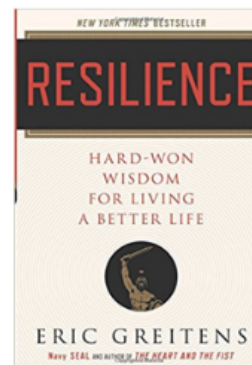
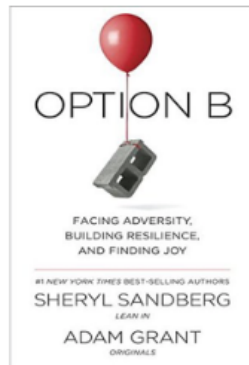
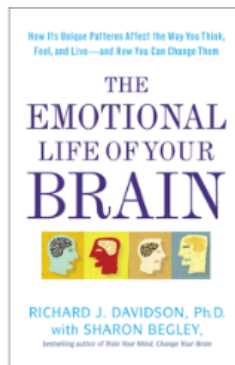
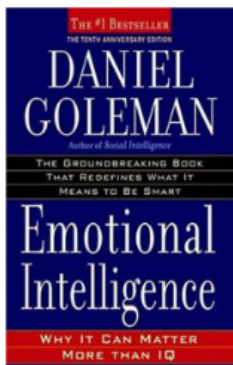
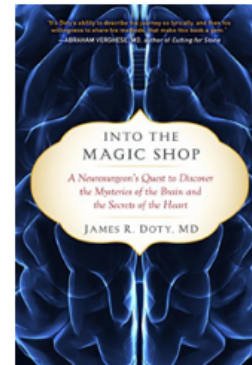
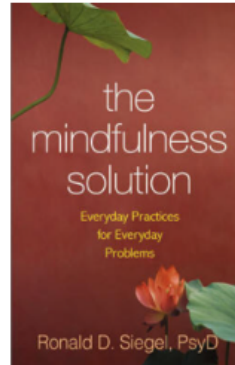
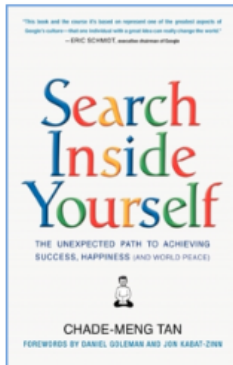
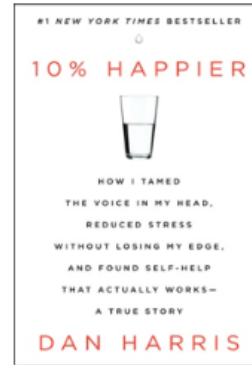
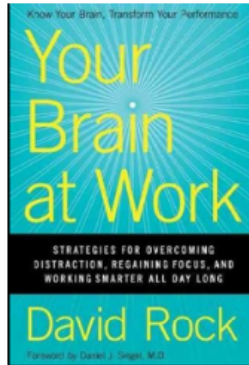
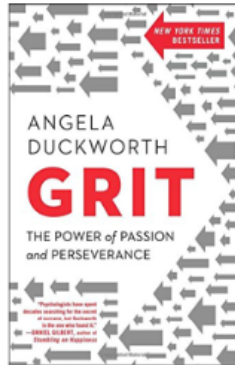
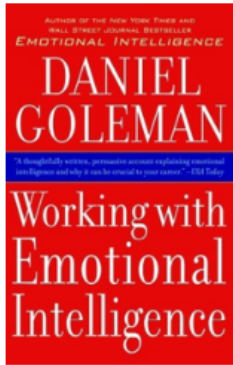
How could you apply some of these insights in your day-to-day work?



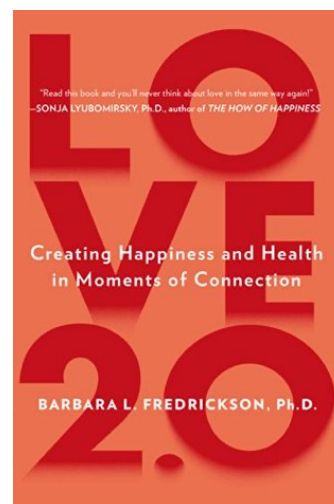
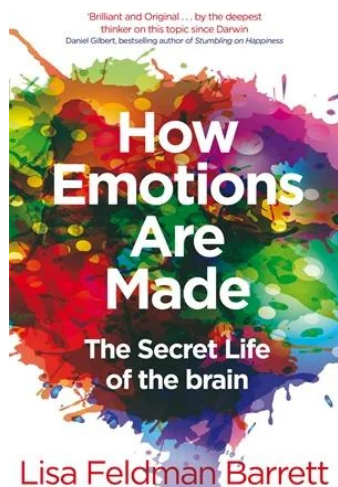
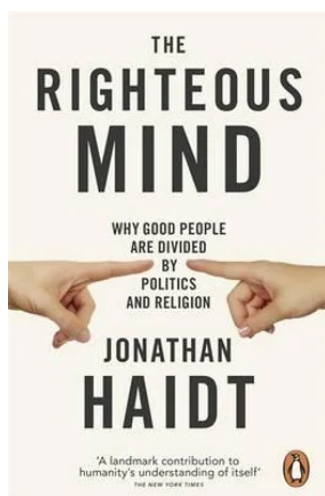
What benefits or outcomes do you expect to realise from these actions?



RECOMMENDED READING



RECOMMENDED READING



Useful links on creating habits:

<https://jamesclear.com/three-steps-habit-change>

<https://www.nytimes.com/2020/02/18/well/mind/how-to-build-healthy-habits.html>

<https://www.nytimes.com/programs/healthy-habits-challenge>

Useful links on improving sleep:

<https://www.headspace.com/sleep/how-to-sleep-better>

https://www.brosa.com.au/blog/the-importance-of-sleep/?gclid=CjwKCAjw1uiEBhBzEiwAO9B_HWhRhtYmTJdgimPKJWRsJ5yA6UN5DA0gWeAXEXBUbPmNPsia6gLptBoCdngQAvD_BwE

Useful links on improving your diet and fasting:

<https://healthengine.com.au/info/improving-your-diet>

<https://www.active.com/nutrition/articles/11-simple-and-realistic-ways-to-improve-your-diet>

<https://www.healthline.com/nutrition/intermittent-fasting-guide>

<https://www.healthline.com/nutrition/6-ways-to-do-intermittent-fasting>

Useful links on improving exercise:

<https://www.betterhealth.vic.gov.au/health/healthyliving/physical-activity-its-important>

The best tips for starting out with exercise:

https://www.hri.org.au/health/your-health/lifestyle/the-best-exercise-choices-for-beginners?campaignid=10340346381&adgroupid=106581339961&adid=443336652659&gclid=CjwKCAjw1uiEBhASEiwARoemvPah5hfijfki9MGoOhK58BVxE2uZFnrIqxx4Fir-gN4Ym1JQJdVthoCgoUQAvD_BwE

Benefits of indoor plants:

<https://www.healthline.com/health/healthy-home-guide/benefits-of-indoor-plants>



<https://www.genosinternational.com>

