

Emotional & social Skills for trainers

Hugh Russell
www.thinking.ie

Emotional Intelligence (EI) describes the [ability](#), capacity, [skill](#) or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the [emotions](#) of one's [self](#), of others, and of [groups](#). Different models have been proposed for the definition of EI and disagreement exists as to how the term should be used. Despite these disagreements, which are often highly technical, the ability EI and trait EI models enjoy support in the literature and have successful applications in different domains.

In the last 10 or 15 years the work of Dan Goleman and the 6 seconds organisation in emotional intelligence/skills and Karl Albrecht on social intelligence/skills has helped provide us with models and skills to enhance our effectiveness when we work with others. For trainers the implications of being emotionally or socially intelligent seem obvious. We have accepted today IQ may not be enough. Training is a relationship building process posing it's own difficulties especially when dealing with situations when others see the world differently. I guess it's easy being nice to those who treat us nicely, it is a little more difficult when confronted with inappropriate behaviour and interpersonal adversities. These are intelligences when applied in the right way allow you to

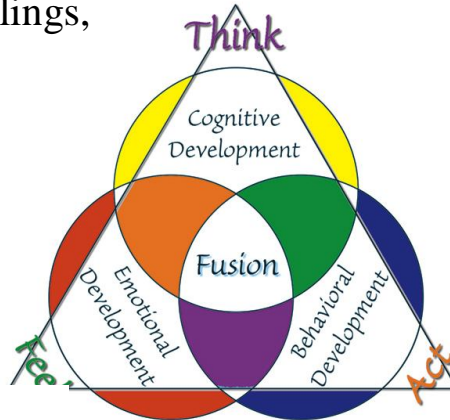
- build solid relationships
- Influence others
- be more contented
- Experience less stress

All in all they help you be a more effective trainer.

Defining EQ

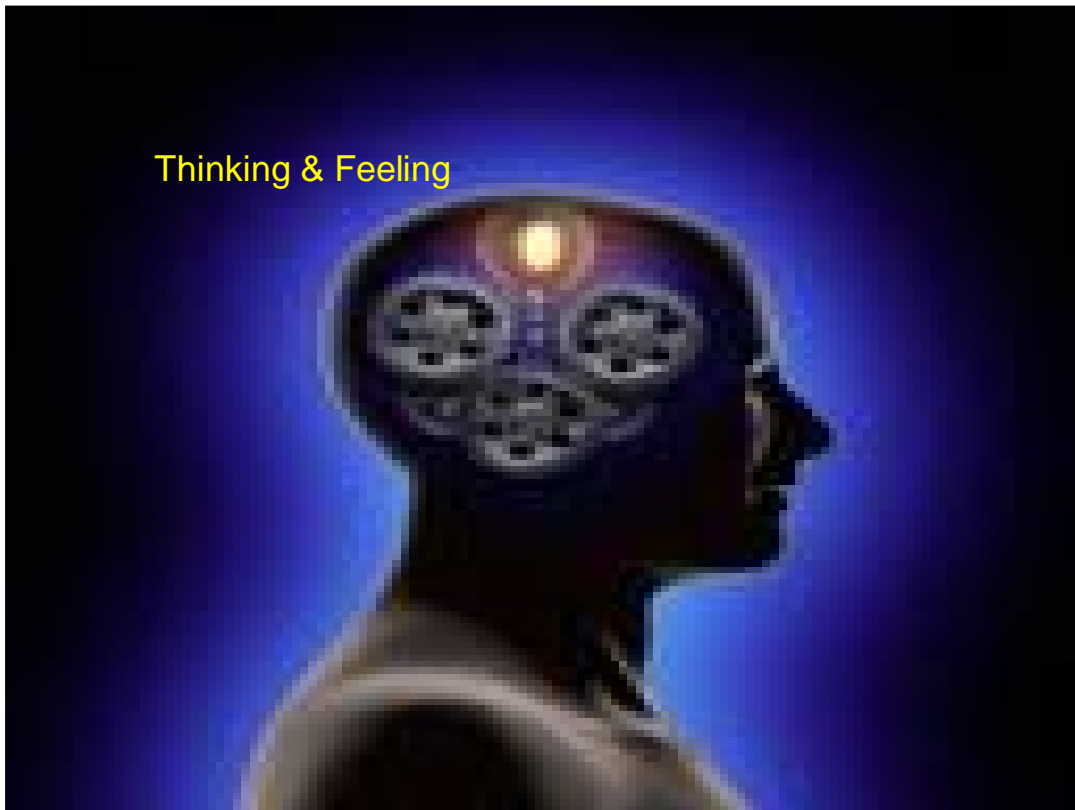
What is EQ?

Emotional Intelligence is consciously choosing thoughts, feelings, and actions to create optimal relationships with yourself and others.



The following definition is from the 6seconds organisation who have researched emotional intelligence. The 3 interacting circles of addressing our thinking, our feelings and our actions helps define areas for development. The fact that the definition includes “consciously choosing” our thoughts, feelings and actions places responsibility firmly on ourselves. It is an outcome focused model where cause is placed with ourselves. Feelings may not always follow thought consciously but it is a good place to start reflecting.

www.6seconds.org



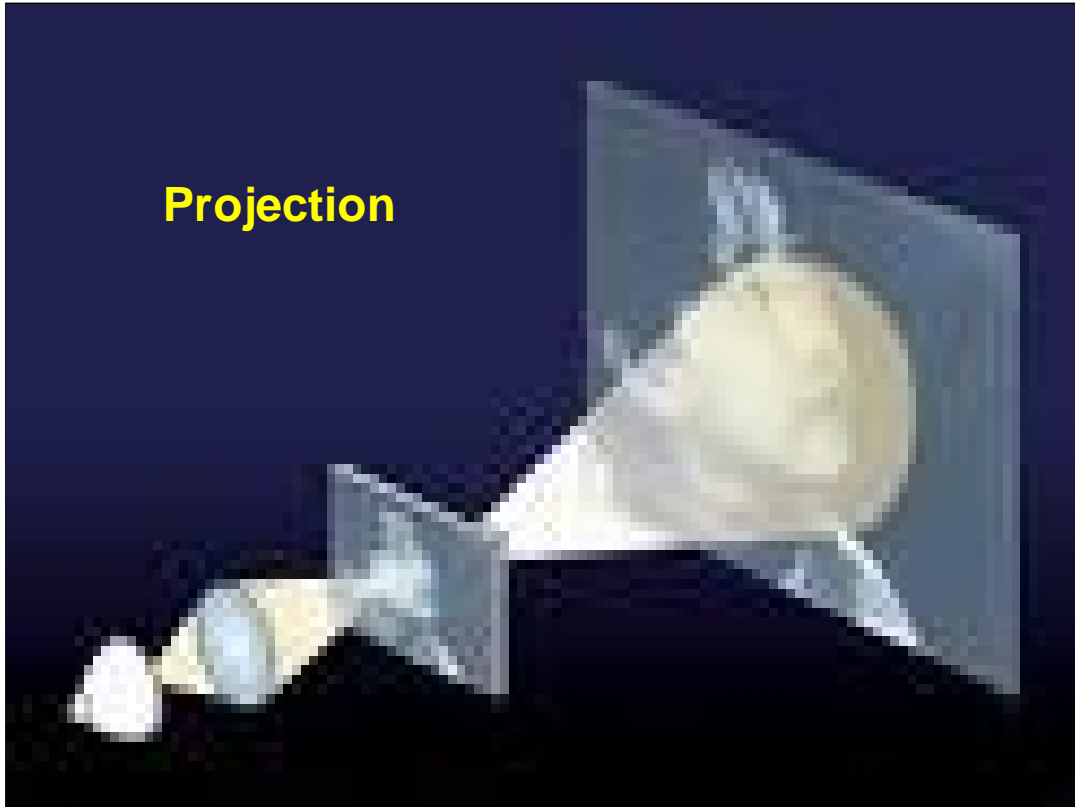
Emotional intelligence is the smooth functioning of thought and feelings. Emotions are a source of intelligence, we need to reflect on what they are telling us. Get in touch with your emotions (emotional literacy), they are not to be repressed nor are they there to dominate you - they are there as a source of learning. They tell you something about your perceptions of a situation or event.

It is interesting if you ask someone "What are you feeling?" they will often tell you what they think –

Person A "What are you feeling at the moment?"

Person b "I think it is going ok"

What you think about a situation and what you feel about a situation are two different things.



According to Sigmund Freud, *projection* is a [psychological defense mechanism](#) whereby one "projects" one's own undesirable thoughts, motivations, desires, and feelings onto someone else. It is a common process that every person uses to some degree.

To understand the process, consider a person in a couple who has thoughts of [infidelity](#). Instead of dealing with these undesirable thoughts consciously, they [unconsciously](#) project these feelings onto the other person, and begin to think that *the other* has thoughts of infidelity and may be having an affair. In this sense, projection is related to [denial](#), arguably the only [defence mechanism](#) that is more primitive than projection. Projection, like all defence mechanisms, provides a function whereby a person can protect their conscious mind from a feeling that is otherwise repulsive.

Projection can also be established as a means of obtaining or justifying certain actions that would normally be found atrocious or heinous. This often means projecting false accusations, information, etc onto an individual for the sole purpose of maintaining a self created illusion.

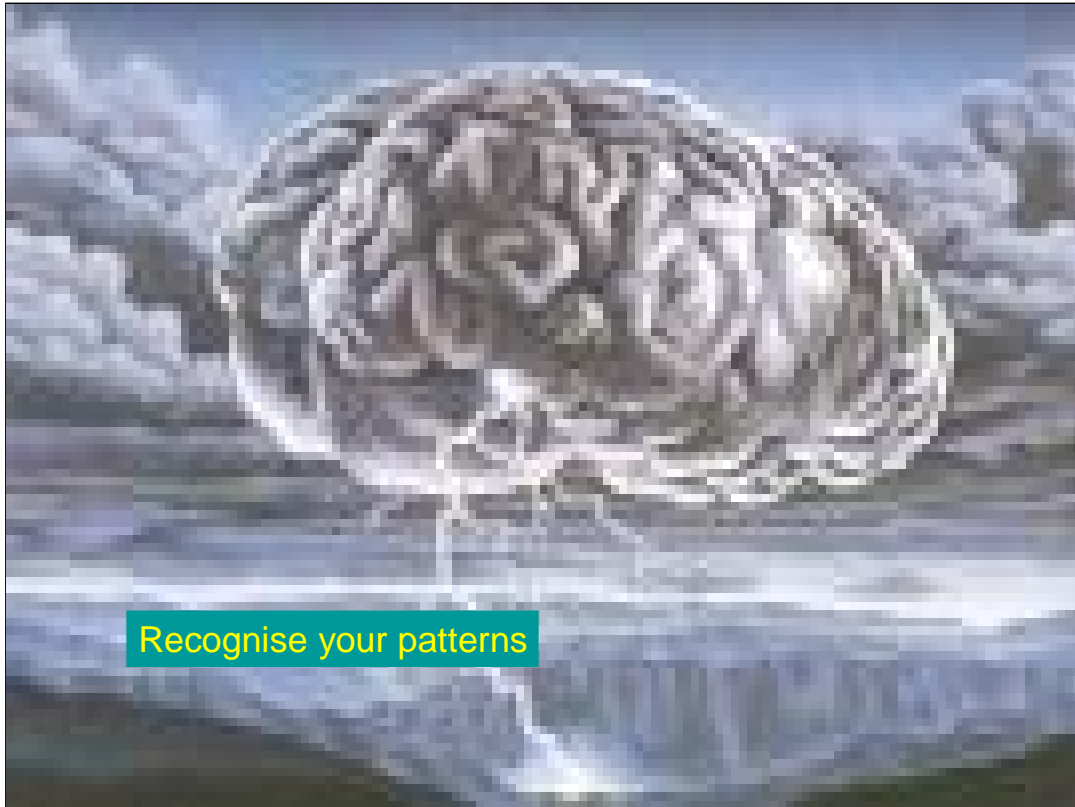
Individuals can be unable to access truthful memories, intentions and experiences, even about their own nature. It has been described as "the operation of expelling feelings or wishes the individual finds wholly unacceptable—too shameful, too obscene, too dangerous—by attributing them to another."

"A man never discloses his own character so clearly as when he describes another's"

Jean Paul Richter

Consider someone who is able to make you totally frustrated – perhaps a work colleague? What does s/he do that makes you so angry?

Which of these are also your behaviours or attributes?



Patterns

If someone you are not too keen on calls and asks you to come to dinner, what will be the first thoughts through your head?

Are these thoughts typical for you in this situation? If not, what thoughts are typical?

“Your typical thoughts” are also called “patterns.” Brains like patterns, so each of us develops some that we use over and over. You can detect patterns by paying attention to what you tell yourself in a situation. (listen to your language and internal dialogue)

What are your patterns when...

Some gives you a big compliment in public?

You are asked to do a difficult job in a short time?

A boss blames you for a mistake that is not your fault?

You receive some negative feedback about your performance?

You will have patterns – recognise them.



What you look for, you tend to find.



Emotional contagion is the tendency to catch and feel [emotions](#) that are similar to and influenced by those of others. One view developed by [John Cacioppo](#) of the underlying mechanism is that it represents a tendency to automatically mimic and synchronize [facial expressions](#), vocalizations, postures, and movements with those of another person and consequently, to converge emotionally. Emotions are contagious, we do catch them from each other.

It is also the phenomenon when a person (especially a child) appears distressed because another person is distressed, or happy because they are happy. The ability to transfer moods appears to be innate in humans.

Implicit emotional contagion

Unlike [cognitive](#) contagion, emotional contagion is less conscious and more automatic. It relies mainly on [non-verbal communication](#), although it has been demonstrated that emotional contagion can, and does, occur via [telecommunication](#). For example, people interacting through Emails and "chats" are affected by the other's emotions, without being able to perceive the non-verbal cues

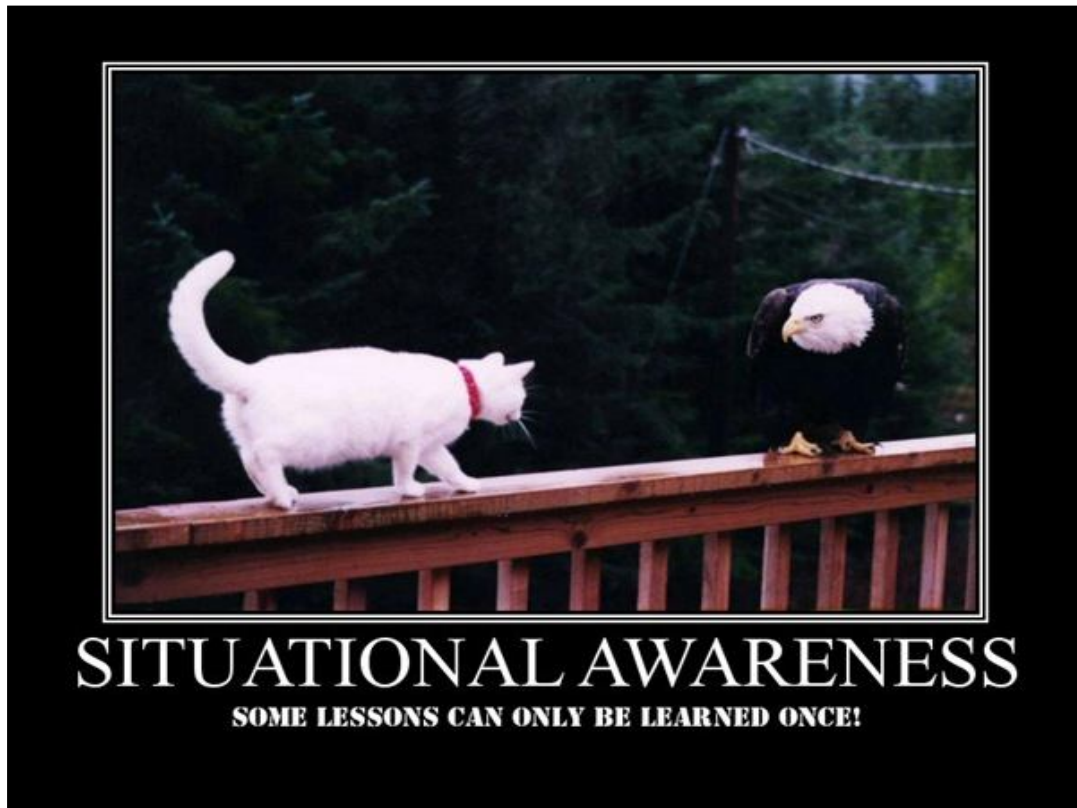
Explicit emotional contagion

Contrary to the automatic infection of feelings described above, there are times when others' emotions are being manipulated by a person or a group in order to achieve something. This can be a result of intentional affective influence by a leader or team member. Suppose this person wants to convince the others in something, he may do so by sweeping them in his enthusiasm. In such a case, his positive emotions are an act with a purpose of "contaminating" the others' feelings. A different kind of intentional mood contagion is by giving the group a reward, or treat, in order to alleviate their feelings.



In 2005, business writer Karl Albrecht proposed a five-part model of social intelligence in his book *Social Intelligence: the New Science of Success*, presented with the acronym "S.P.A.C.E." - 1) Situational awareness, 2) Presence, 3) Authenticity, 4) Clarity, and 5) [Empathy](#).

Those who like acronyms may find that the initials of these five factors - "**S.P.A.C.E.**" - form a useful construct: the ability to understand the social space and navigate effectively within it. This SPACE formula immediately suggests the possibility of describing, assessing and developing social intelligence in terms of observable behaviours. Each of the five dimensions can be deconstructed into a set of representative behaviours that may range from highly ineffective to highly effective.



Situational awareness: The ability to "read" situations, understand the social context that influences behaviour, and choose behavioural strategies that are most likely to be successful.



Presence: Also known as "bearing," presence is the external sense of one's self that others perceive: confidence, self-respect and self worth.

Authenticity



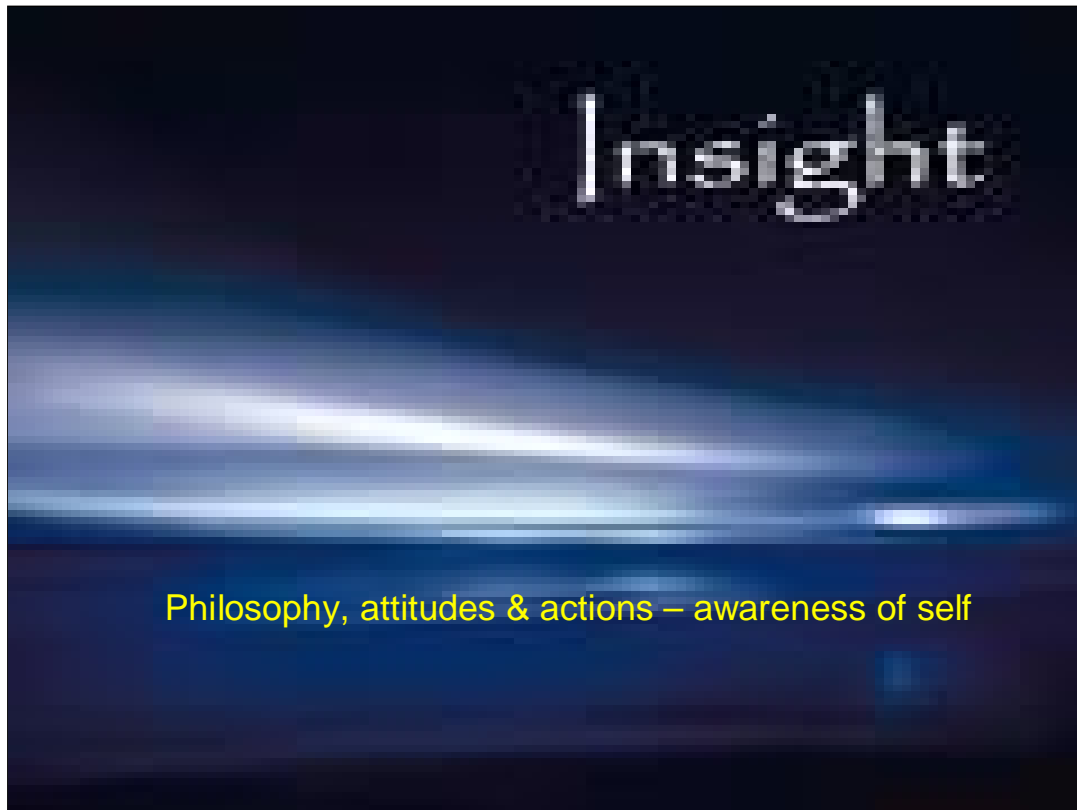
Authenticity: The opposite of being "phony," authenticity is a way of behaving which engenders a perception that one is honest with one's self as well as others.



Clarity: The ability to express one's self clearly, use language effectively, explain concepts clearly and persuade with ideas.



Empathy: More than just an internal sense of relatedness or appreciation for the experiences of others, empathy in this context represents the ability to create a sense of connectedness with others; to get them on your wavelength and invite them to move with and toward you rather than away and against you.



Insight: It could be summed up rather simplistically as meaning our philosophy (how we think) leads to our attitudes (how we feel) and to our actions (what we do) this in turn creates the results we are experiencing in life.

Feelings may not always follow thought consciously but it is a good place to start reflecting.

It is important to place yourself on the cause side. There is only one course - "Learning about self." Self awareness is a constant exploration of our own thoughts/beliefs, attitudes and actions and if we believe them to be limiting us then we can choose to change them.



Thank you

"Deal with the faults of
others as gently as you
would your own"

Chinese proverb

For more information contact Hugh Russell at hugh@thinking.ie.

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