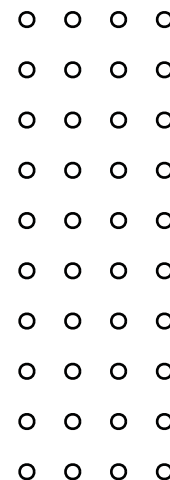


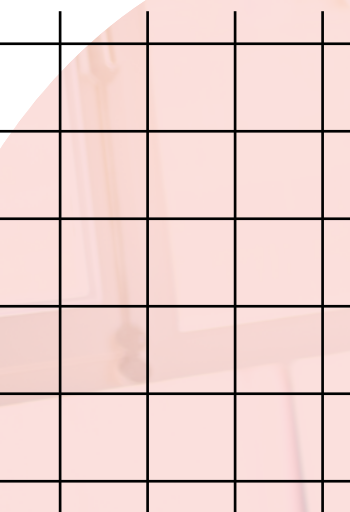


TTI SUCCESS INSIGHTS®



EQ in Depth

Everything You Need to Succeed

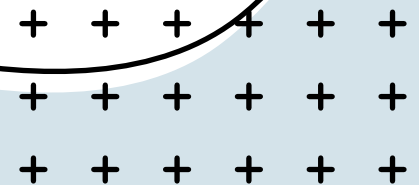


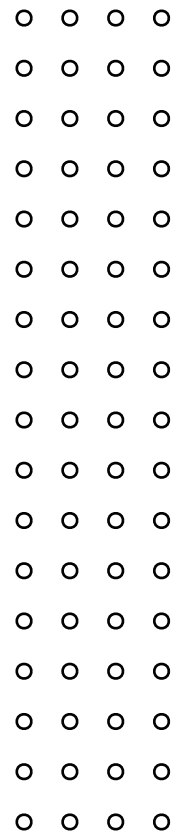
What Is Emotional Intelligence?

Emotional intelligence is the ability to sense, understand and effectively apply the power of acumen of emotions to facilitate higher levels of collaboration and productivity.

While the concept has been a key component of human behavior for all time, the phrase 'emotional intelligence' was popularized by Daniel Goleman in the mid-90s based on the theoretical foundation laid by Peter Salovey and John D. Mayer.

EQ is a measure of our emotional intelligence that indicates how well we can manage our emotions and impact our relationships with others.





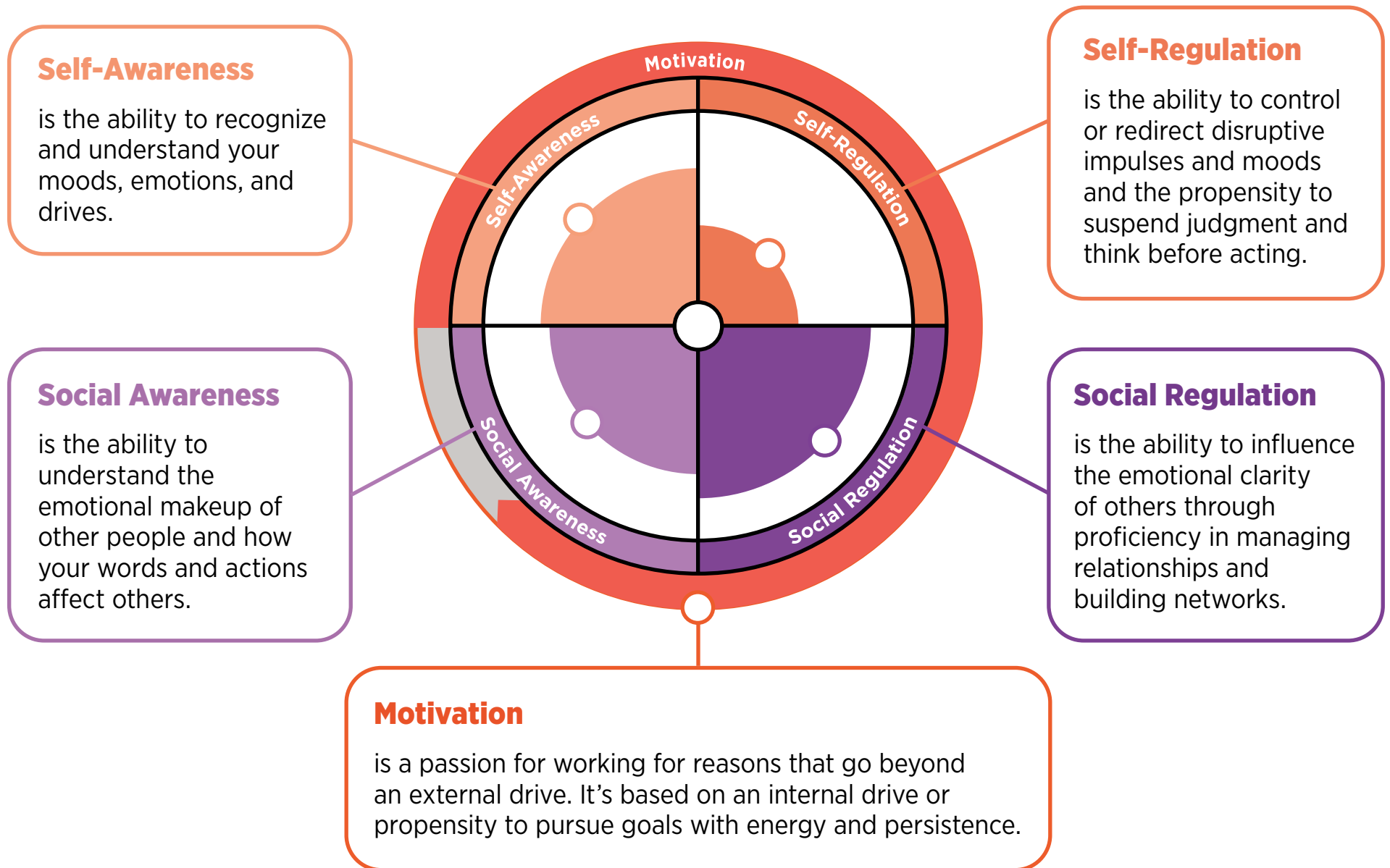
What's the History of EQ?

Daniel Goleman was a science writer for the New York Times for 12 years where he specialized in brain and human behavior research. He also trained as a psychologist at Harvard University. During the 1990s, Goleman was introduced to the work of Salovey and Mayer, which ultimately led to the publication of two books, “Emotional Intelligence”, and “Working with Emotional Intelligence”.

While Salovey and Mayer laid the theoretical foundation for emotional intelligence, Goleman is credited for popularizing the concept with his marketing flair and prolific writing abilities. His impact on the subject continues to be felt today as more and more workplaces recognize the importance of EQ.

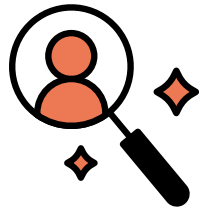


What Are the Five Dimensions of EQ?

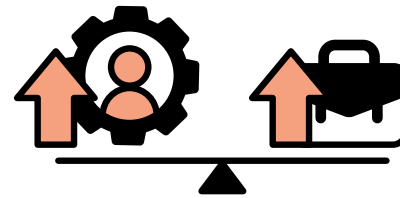


Who Can Use the EQ Assessment?

TTI Success Insights offers the Emotional Quotient assessment as a personal report. Use the EQ assessment to:



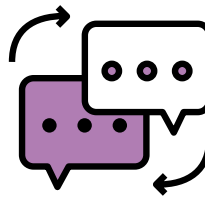
Create a better hiring process



Leverage for personal & professional development



Establish executive coaching & leadership development



Improve communication



Reduce conflict & friction in teams

The background features a large, stylized graphic of concentric circles in shades of orange, pink, and purple, resembling a target or a bullseye. A vertical line bisects the circles. In the top left, there is a grid of small white circles. In the top right, a dotted line forms a curved path. In the bottom left, another dotted line forms a curved path. In the bottom right, there is a grid of white lines.

The Five Dimensions in Depth: **What You Need to Know**



SELF-AWARENESS in Depth

Self-Awareness is the ability to recognize and understand your moods, emotions, and drives.

There's a reason why this is the first factor of EQ! Self-awareness is a foundational skill that the other factors build off of; if you don't have self-awareness, it's very difficult for you to understand and regulate your behavior.

People who have mastered EQ have high enough self-awareness to observe the linkage between their thoughts and their feelings. Thoughts, in the form of attitudes, beliefs, and expectations, create the context for the evaluation of our experience, and self-awareness lets you accurately acknowledge that context.

Why Is Self-Awareness Important in the Workplace?

Self-awareness is crucial for your understanding of yourself, but also others' understanding of you.

If you reveal poor self-awareness through an inaccurate assessment of your performance, skewing positive or negative, you will demonstrate a gap in your judgment. That can impact the decision-making of others around you. If your peers see you talking yourself up without the skills to support that self-hype, they're going to lose trust in your capabilities. Just as important; if you are unaware of your actual skill level and are constantly disparaging yourself, you're going to become an easy target for those looking to take advantage.

Self-awareness lets you temper those impulses either way and exhibit a calm and collected presence in your workplace. Highly self-aware individuals can understand what they are feeling moment by moment which makes it possible for them to be aware of how emotion is affecting them before they take action.

Our self-awareness can grow with our experiences and grows relative to the intensity level of those experiences — negative experiences develop awareness more than positive experiences.





What Does Low Self-Awareness Look Like?

Low self-awareness is easy to spot in others but can be difficult to understand for yourself. If you're unsure of your current self-awareness, you're not alone; 95% of people think they are self-aware but only 10 to 15% are, according to HBR.

Low self-awareness can look like this:

A Disconnect with Emotions

Do you struggle with articulating your feelings? Do negative emotions like frustration or sadness seemingly affect you out of nowhere? If you aren't paying attention to your internal emotional cues, you're going to be constantly and unpleasantly surprised by how you come off to others and how you're feeling, especially under pressure.

Hasty Decision Making

If you're out of touch with your emotions, you might feel compelled to respond quickly in all circumstances, without taking time to reflect adequately. Some situations do need a rapid response but often, taking a moment to pause and fully consider the emotions involved in the situation and the effect your actions will have on others can help.

Lack of Empathy for Others

Forbes shared that 96% of employees believe showing empathy is an important way to advance employee retention. Employees are nearly unanimous in agreeing on the importance of empathy — yet 92% feel empathy remains undervalued. Expanding your empathy will help you become a better leader and improve your understanding of others as well as your understanding of yourself.



SELF-REGULATION in Depth

Self-regulation is the ability to control or redirect disruptive impulses and moods and the propensity to suspend judgment and think before acting.

It's a skill we use on a day-to-day basis to manage our emotions at the moment that an event occurs — it lets us take thoughtful actions.

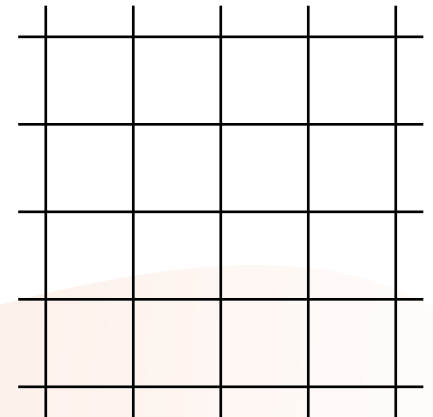
High self-regulation is helpful because it empowers us to take responsibility for our feelings and to regulate those emotions on bad days, allowing for clear, level-headed decision-making.

Why Is Self-Regulation Important in the Workplace?

Self-regulation is a crucial and often overlooked skill in the workplace because it improves communication, engagement, and productivity.

Conflict is inevitable in the workplace, and how you handle it can often be a ‘make or break’ difference for success in a position. Having high self-regulation allows you to more objectively examine difficult situations and not become emotionally compromised by them.

Self-regulation is not taking the emotion out of the decision; rather, it’s understanding how your emotional state is impacting your decision-making. This includes postponing the decision if necessary until your emotional state improves.





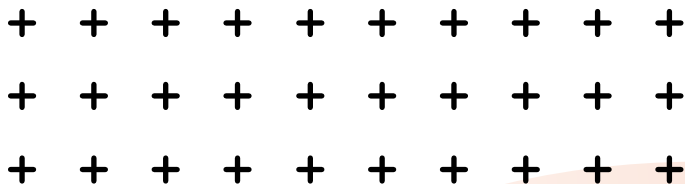
What Does Low Self-Regulation Look Like?

Low self-regulation shows up in different ways. Here's what it can look like in the workplace.

Lack of Initiative, Fear of Risk

Self-regulation helps prevent overreactions and decisions made out of fear rather than sense, but it can also look like a lack of initiative. This makes sense — when faced with a tough decision in the workplace, if you are not in a positive emotional state, your will neurologically attract your negative memories or past experiences. It is designed to do so.

The bad thing about low self-regulation is that it can reinforce hesitancy in the workplace. If you're focusing on the negative experiences, you're going to try to avoid those as best you can, and technically the best way to avoid them is to prevent the chance of them happening at all. It feeds into itself — the less you initiate, the less possibility there is of conflict or issues, but then there's less possibility of innovation, success, and achievement.



Being Skipped Over for Advancement Opportunities

As you've likely gathered by now, self-regulation has a lot to do with emotions and managing them. If you have low self-regulation, it can come across as immaturity or a lack of ability to perform under pressure, both of which contribute to being perceived as an unfit leader.

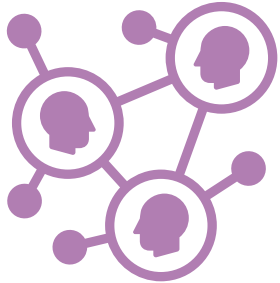
As a result of these perceptions, deserved or undeserved, you are likely going to be passed over for advancement or leadership opportunities. If someone's first thought when considering you are remembering your emotional reactions under stress, it makes that kind of advancement unlikely.

More Likely Burnout and Stress

Low self-regulation will affect you even outside of the workplace. People who aren't skilled at self-regulating can become heavily dependent on others for their emotional regulation, and if and when that support isn't available, you're going to feel the effect acutely.

In addition, low self-regulation can cause you to take on the stress of others — as you're unable to manage your emotions, you become vulnerable to strongly feel the emotions of those around you. Harvard Business Review shared that a perceived lack of control (which can appear as a lack of autonomy, no say in decisions impacting your professional life, or an influx of overwhelming emotion) is the leading cause of burnout.





SOCIAL AWARENESS in Depth

Social awareness is the ability to understand the emotional makeup of other people and how your words and actions affect others.

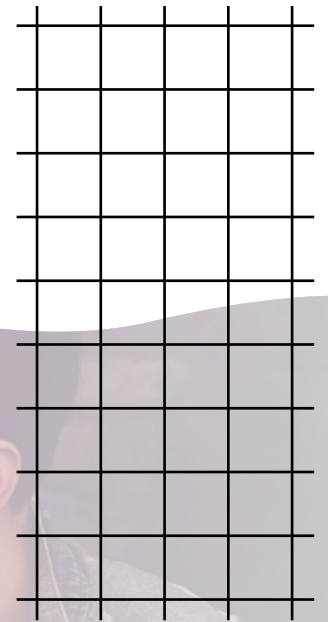
Think of your last negative interaction at work — how differently might it have turned out if the other person involved had worked to understand your perspective?

That's what social awareness is all about — it's about picking up cues from the people around you to 'read the room'. Is there tension in the air? What is the body language of those around you communicating? Who is being ignored in your conversation?

Why Is Social Awareness Important in the Workplace?

Social awareness is a huge part of success in the workplace. The ability to read people is invaluable in every aspect of life — if you can do this well enough to help conflicts conclude reasonably, you will be well-positioned to succeed in all encounters.

People want to be understood and social awareness is key to doing that.





What Does Low Social Awareness Look Like?

Low social awareness shows up in different ways. Here's what it can look like in the workplace.

More Frequent Misunderstandings

Low social awareness means less accurate perceptions of people and the situations you find yourself in together. Not being able to 'read the room' will result in more frequent and distracting conflicts.

People with low social awareness are more likely to make the wrong move at the wrong time. If your coworkers are already emotionally heightened, that's not the right time to push for contradictory ideas, but if you have low social awareness reveals that you aren't fully considering others; you're just considering yourself and your needs. That won't serve you in the long run.

Reduced Trust and Collaboration

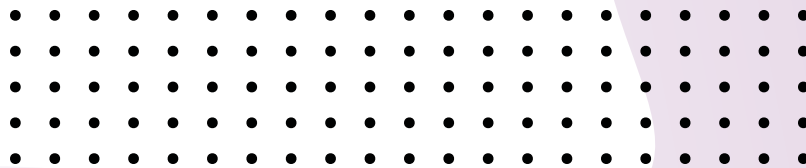
Being at the center of conflict is going to reflect poorly in on you the long run; that's going to result in less opportunity and trust in people with low social awareness. Why should a key stakeholder invest their trust in you if you are frequently entangled in misunderstandings?

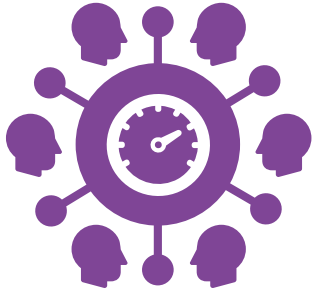
This has a domino effect for the rest of your career — if you're not trusted to execute, you're going to get passed up for opportunities time and time again.

Less Meaningful Connections

This might not seem as immediately detrimental in the workplace as the other negative parts of poor social awareness but it ultimately affects everything about a working relationship. If you're not investing in understanding the people around you, you miss opportunities to bond, listen, and learn.

This contributes to the other negative factors discussed above. It also ultimately makes your workplace experience less valuable and less productive. Unless your role requires total isolation, you need to be able to lean on the people around you to succeed. Genuine, collaborative connections are difficult if you're not working to be aware of other people's needs.





SOCIAL REGULATION in Depth

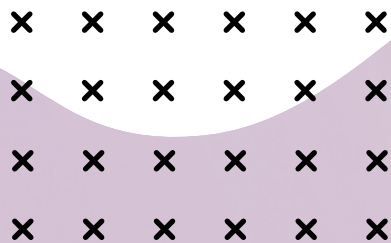
Social regulation is the ability to influence the emotional clarity of others through proficiency in managing relationships and building networks.

Social regulation is implicitly tied to social awareness — social awareness is about ‘reading the room’ and social regulation is about reacting and effectively responding to others. Good social regulation is all about making connections and contributing positively to the environment.

Why Is Social Regulation Important in the Workplace?

Having developed social regulation is key to essential workplace skills like collaboration and communication. By being able to understand and manage the emotions of others, you'll be able to pursue your workplace goals and advance your position, all while making genuine connections.

It's important to note that those who are highly skilled at social regulation can develop the ability to manipulate others. Developing social regulation in a way that is a win/win for everyone is crucial; you can do this by emphasizing mutual goals, considering others with empathy, and using your knowledge for a positive influence instead of a self-serving need.





What Does Low Social Regulation Look Like?

Low social regulation is easy to call out but it might not be as easy to understand. Here are three examples of low social regulation.

Talking Down to Others

People with poor social regulation can get caught up in being right and often will prioritize that over establishing effective communication. This can result in talking down to the people around them or taking a 'preaching' approach to sharing their ideas and information.

When you reach this point with your peers, it doesn't matter how right you are; you're going to lose credibility and support with your delivery. Inc.com shared survey results that showed "a condescending attitude" from their boss was in the top five reasons why people quit their jobs.

Becoming the Non-Designated Spokesperson

Another mistake that comes from low social regulation is assuming your point of view is everyone else's. This can commonly happen to people in leadership positions; if you are used to making decisions and having others follow through for you, it can be tempting to just assume your perspective is correct.

When you do this, two things happen; you show others that you consider yourself more important than them, and you lose nuanced perspective. If you're always assuming your point of view is the most valuable one, you'll miss out on alternative, successful solutions. You'll also lose respect and trust from your teammates.

Poor Speaking Skills

This result of low social regulation isn't as serious as the others, but it will hamper your success in the workplace. If you're not skilled in reading the room to understand the people around you, you're likely going to talk over people, seize the wrong moment to share your ideas, or ramble in conversation.

People are going to take you less seriously as a result! You don't have to be a dazzling public speaker to be respected in your workplace, but if you are a bad speaker due to low social regulation, people are going to notice that you refuse to listen to them.





MOTIVATION in Depth

Motivation is a passion to work based on an internal drive and it addresses the emotional value and satisfaction that comes from pursuing goals with energy and persistence.

Self-Awareness and Self-Regulation are measuring your ability to manage your “Self” emotional intelligence factors. Social Awareness and Social Regulations are measuring your ability to manage “Others”. If you look at an EQ Wheel, you will see the wheel is split and the top half is labeled “Self” and the bottom half is labeled “Others”. Motivation runs on the outside of the wheel as it impacts all of the factors in some fashion.

For example, if you are striving to get a better handle on your negative emotions, your motivation matters. If you are working on making that change for personal reasons, you are more likely to succeed but if you are trying to regulate your emotions because of another person, you’re more likely to return to your previous emotional state when that person is no longer part of the situation.

Why Is Motivation Important in the Workplace?

Motivation is a less tangible but crucially important force in the workplace; it can be the difference between climbing the corporate ladder and stalling out in a position. Engagement, productivity, and collaboration are all heavily influenced by the motivation of a team. Motivation can't be taught but it can be improved and influenced.





What Does Low Motivation Look Like?

Motivation can be hard to define, so let's take a deeper look at what low motivation looks like in practice.

Not Taking Feedback

People with low motivation may not desire to innovate or exceed expectations. They aren't interested in improvement in their roles since they aren't looking to excel. This may prevent them from seeking out feedback and even lead to them disregarding it when it's given to them.

Avoiding Innovation

Being risk-averse isn't necessarily a bad thing, but someone with low motivation may avoid challenges and avoid taking on extra work, which can put pressure on the rest of their team.

Not chasing innovation may lead to outdated processes, less productivity, and lower quality of work. If someone isn't motivated to think outside the box, things will get done the way they always have been done, which results in stagnation.

Not Listening to Others' Ideas

This ties into the other two points — if someone is not open to taking feedback or taking initiative, they may not be motivated to invest their time in the people around them. People with low motivation may shun other opinions or feedback because they strive to get something done as quickly and efficiently as possible. That might lead to insular thinking and decision making, and over time, makes your teammates trust and rely on you less.



How Can EQ Help You Right Now?

Learn How to Read the Room

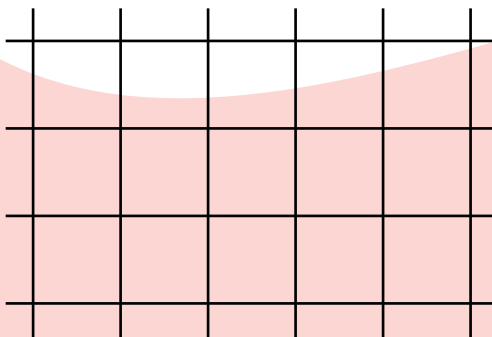
Being able to read the moods of the people around you is a crucial skill for workplace success. This is achieved through developing social awareness. Understanding and implementing EQ helps you stay level-headed, listen actively and give others what they need in each interaction.

Adapt Your Behavioral Style on the Fly

You might find it necessary to adapt your behavioral style in different situations, but that can be challenging and draining. Ease the adaptation process by harnessing the power of EQ; it will help you stay centered, make the right decisions, and consider others.

Become a Better Leader

People want to believe in their work and themselves— the role of a leader is to empower them to do just that through support and development. That process is driven by the fifth factor of EQ, motivation. Use the internal fire of motivation to light others up, and you'll be amazed at the results that come back to you.





Finding Success With EQ

Emotional intelligence is highly desired at every level of the workplace. No matter who you are or where you're at in your career, improving your EQ is a smart investment in your future success.

If you're interested in using EQ in your organization, contact TTI SI at ***[get.ttisi.com/company-info](https://www.ttisi.com/company-info)***

Who Is **TTI Success Insights?**

TTI Success Insights is an industry-leading assessment provider based in Scottsdale, AZ that is dedicated to ***revealing human potential*** through assessment solutions and research.

TTI SI has administered over 30 million assessments worldwide and holds a direct presence in 58 countries around the world.

TTI SI has been selected for multiple years as a Training Industry Top 20 Assessment & Evaluation Company and has been repeatedly recognized as a Top Company to Work For in Arizona.

