



Module 1

Emotional Intelligence



Name: _____

“Knowing oneself is the basis of all other skills: it leads to continuous personal development”.
- *“Be authentic” Open Leadership Smurfit Kappa*

“Anyone can become angry, that is easy; but to be angry with the right person, and to the right degree, and at the right time, and for the right purpose, and in the right way... that is not easy”.

- *Aristotle, “Nicomachean Ethics”.*

Objectives:

- Know oneself and others to achieve better relationships and results
- Using personality preferences, learn how to manage diverse talent styles
- Learn the fundamental concepts of Emotional Intelligence
- Identify different emotions and make concessions according to how they impact your leadership
- Examine the parameters under which Emotional Intelligence can be evaluated
- Acquire tools for developing Emotional Intelligence and maximum your results as a leader

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Open Leadership Model. Modules 1 and 2



BE AUTHENTIC

Authentic leaders inspire confidence. They are followed by their work teams, not only because of their position, but because of who they are as human beings. Genuine, accessible, and likable, they are sure of themselves and are brave decision makers. They display integrity in their work and a positive personal value; they assume responsibility for the health and safety of all the collaborators they manage.



KNOW YOURSELF AND ADOPT THE LEARNING

Leaders enjoy learning. They are humble, they celebrate success and understand the importance of their contribution to the company. Great leaders know their strengths and are aware of the opportunities for their own solid development. Leaders understand when it is fine to experience, adapt and apply new knowledge.

1. Introduction

We know you have been a successful professional throughout your career. Because of that, we invite you to visualize what you could achieve if you incorporate self-knowledge and emotional intelligence.

You will exemplify two of the organization's values that we will be working on in this Module 1 of our learning journey:

- **Be authentic**
 - **Know yourself and adopt the learning**
- ✓ Perhaps you do not think this is relevant or you feel you are losing your time "in dealing with others, instead of focusing on business results".
 - ✓ At times, even though it would appear you are listening, your internal conversation is interrupting what the other person is saying and you detract from their opinion.
 - ✓ Sometimes you are more focused on proposing your idea and directing the course of others, considering that it is the best alternative, that you no longer try to understand what the other person needs.
 - ✓ Likewise, it is very likely that you become impatient with others and it is difficult for you to control your emotions when things are not happening as you expected.
 - ✓ Or perhaps you think that dedicating time to your team is inconsequential and that if you get close to them and trust them, they may disappoint you or abuse that relationship with you to avoid working.



A very high percentage of the leaders' working day is dedicated to coordinating work teams to achieve certain objectives. How is this task carried out? Through communication, be it oral, written, or bodily. That is precisely where the necessary tools of emotional intelligence are used – to achieve a better understanding of ourselves being authentic and the people in your team and those in other business areas, which will help to achieve long-term and stable interactions and to establish a network of individuals that will facilitate the achievement of both personal and work goals.



Remember that throughout history there have been leaders using this approach who have achieved results through their great ability to handle their emotions, which leads them to specific behaviors of generous listening, empathy with themselves and with others, managing to influence, motivate and get the best out of their team. They are characterized by being human, by understanding the needs of others, by providing support, working together, offering service and support at all times, making sure their team is happy with their work and is enjoying it. It is proven that better results are generated when people feel satisfied with what they are doing and with who is leading. Experts say that people do not leave the company, but instead, they leave their leaders. Therefore, strengthening these qualities in your management will enhance your results.

In this way the results are sustainable over time because people are kept in a comfortable environment, being able to show the best of themselves, feeling valued and appreciated. A few examples of these leaders are:

- Mahatma Gandhi (Politician and liberator of India, resorting to hunger strikes and non-violence)
- José Alberto Mujica (former President of Uruguay, well-loved for his humility and good deeds)
- Henry Kissinger (former Secretary of the US and well-known international diplomat, one of those who ended the Vietnam war)
- Barack Obama (former President of the US, first African American president)
- Martin Luther King (Speaker, Baptist church pastor, and watchman for African American rights in the US)
- Justin Trudeau (Prime Minister of Canada)
- Nelson Mandela (former President of South Africa, abolished Apartheid)
- Lady Diana (Princess of Wales, performed acts of charity throughout Africa)
- Mother Teresa of Calcutta (from a wealthy English family, philanthropic and altruistic, who cared for the sick in Calcutta, India)
- Jack Welch (American businessman and writer, entrepreneur and innovator of General Electric)
- William Ury (writer, academic, anthropologist, and expert negotiator)
- Oprah Winfrey (renowned journalist and influence from the US)
- Juan Pablo II (Roman Pope, conciliator with the other world religions)
- Dalai Lama (spiritual leader of Tibetan Buddhism, preacher of spiritual peace)
- Malala Yousafzai (Pakistani activist, blogger, and student who lives in the UK, defender of women's rights, especially concerning education)
- Jack Ma (Chinese businessman who focuses not only on the business, but also on his employees, which are very important to him and does not look for enemies, only self-improvement)

2. Self-knowledge, self-awareness, and self-esteem

Who am I?



Think carefully and answer the following questions honestly:

- What have I achieved in life?

- What are my future goals?

- Mention 5 personal qualities:

1. _____
2. _____
3. _____
4. _____
5. _____



- Mention 5 personal limitations:

1. _____
2. _____
3. _____
4. _____
5. _____

- Where and when was I born?

- Who are my parents?

- Who are my siblings?

- What did they say about me when I was little?

- What do I value about my family background?

Who am I?

Be of body

Structure, function, sensation – need

Be a thinker

Superior potential, intelligence and will

Be psychic. Emotions

Be unique and unrepeatable. Be personal

Be familiar

Be social

Self-knowledge

Self-knowledge is the reflective process (and its result) by which the person acquires notion of one's self and one's own qualities and characteristics.

Like any process, it can be broken down into various phases, such as: self-awareness, self-observation, autobiographical memory, self-esteem, and self-acceptance.

Self-concept:

It is what we think we are. It is the image that each person has of oneself. It includes all the parameters that are relevant for that person: from physical appearance to abilities or beliefs.

What others believe we are

Self-knowledge: this is what we really are. It is the deep emotional opinion that people have of themselves





Pretest – s2-s3

Respond individually:

1. What do you know about emotional intelligence?

2. How can controlling your emotions help you at work?

3. Identify the emotion that you experience the most and describe how it feels.

4. What are emotions for?

5. Why do you think emotional intelligence is important?

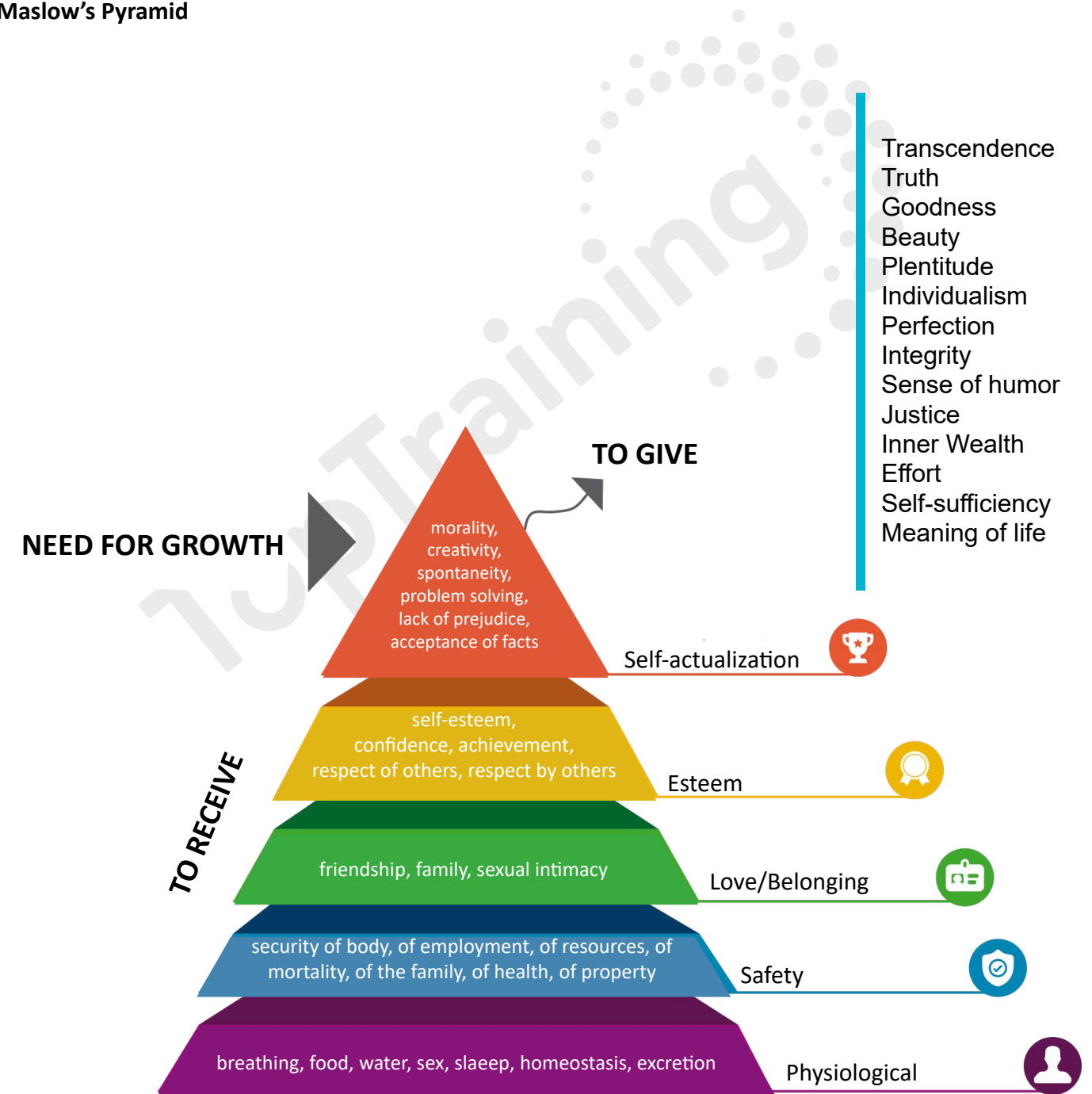
3. Maslow's Hierarchy of Needs and Johari Window

Development of Self-Awareness

To be aware of our feelings and behaviors, as well as the perception that others have of us influences our actions.

The key is to know how to tune in to the wealth of information that we get from our feelings, sensations, evaluations, actions, and intentions.

Maslow's Pyramid





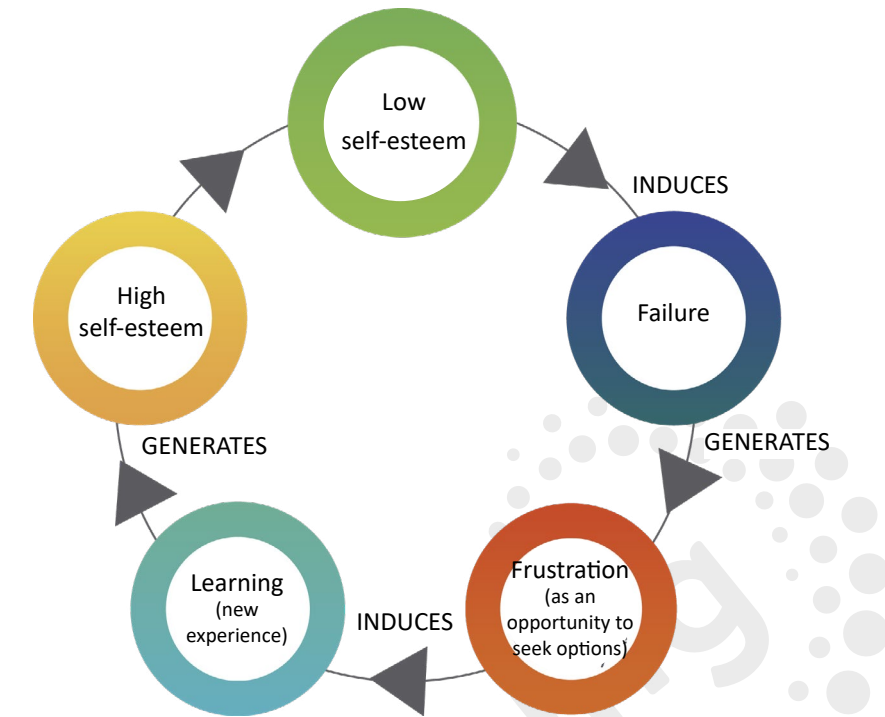
Self-Esteem

What is it?

It is the ability to feel loved by myself and by others, knowing myself competent in the face of life's challenges.

Self-Esteem Ladder

SELF-KNOWLEDGE	Know the parts that make up one's self, its manifestations, needs, and abilities. How does one act, why does one act like this, what does one feel, what are the roles one plays in life, etc.
SELF-CONCEPT	The beliefs about oneself, which are manifested in one's actions. If someone thinks they are intelligent, they will act like an intelligent person. If they think they are dumb...
SELF-EVALUATION	Feeling undervalued or undesirable, is in most cases the root of human problems. - Carl Rogers
SELF-ACCEPTANCE	Admit and recognize all parts of oneself as a fact, as the way of being and feeling, since only through acceptance can we transform ourselves.
SELF-RESPECT	Tend to and satisfy your own needs and values. Express and handle one's feelings and emotions in a way that is convenience, without hurting or blaming oneself. Be proud of who you are.
SELF-ESTEEM	The synthesis of all the previous steps. If you know yourself and are aware of your changes, you create your own scale of values and develop your abilities. You accept and respect yourself.



Virtuous Cycle

How can we increase our self-esteem?

1. Cultivate the habit of positive thinking and feeling.
2. When you have a negative thought about yourself, change it.
3. Do not worry so much about what others think of you, better yet think well of them.
4. Do not stop being yourself. You should be happy and proud of who you are.
5. Never question your basic worth as a human being.
6. Always treat yourself as a valuable person.
7. Do not blame yourself when things go wrong.
8. Do not compare yourself to others.
9. It is ok to make mistakes. Nobody is perfect. Mistakes are learning opportunities.
10. Make a list of accomplishments – it really will help you collect and store good feelings and bolster self-esteem

To increase self-esteem

- Do not try to change others. Change your own behavior.
- Live with integrity. Be true to oneself.
- Live in the present. Do not waste time regretting the past. Move forward.
- Be willing to laugh at oneself, at life, and with others. Laughing is still the best medicine. Do not take yourself too seriously.

Leave each day FULLY, as if it were our last.

My Declaration of Self-Esteem

I am me. In all the world, there is no one else exactly like me. Everything that comes out of me is authentically me, because I alone chose it – I own everything about me – my body, my feelings, my mouth, my voice, all my actions, whether they be to others or to myself. I own my fantasies, my dreams, my hopes, my fears. I own all my triumphs and successes, all my failures and mistakes. Because I own all of me, I can become intimately acquainted with me. By so doing I can love me and be friendly with me in all my parts. I know there are aspects about myself that puzzle me, and other aspects that I do not know – but as long as I am friendly and loving to myself, I can courageously and hopefully look for solutions to the puzzles and for ways to find out more about me. However, I look and sound, whatever I say and do, and whatever I think and feel at a given moment in time is authentically me. If later some parts of how I looked, sounded, thought and felt turn out to be unfitting, I can discard that which is unfitting, keep the rest, and invent something new for that which I discarded. I can see, hear, feel, think, say and do. I have the tools to survive, to be close to others, to be productive, to make sense and order out of the world of people and things outside of me. I own me, and therefore I can engineer me. I am me and I am okay.

- Virginia Satir.



The Johari Window, to get to know yourself more as a leader

The Johari Window can be considered a “window to a more nurturing communication” through which we can increase our own self-knowledge and/or that of others because it can facilitate a more informative “give and receive feedback” in specific areas that are presently unknown by ourselves or by others.

If we look at the four quadrants vertically (columns) or horizontally (rows), the two columns represent “me”, and the two rows represent “a determined group” to which I belong.

The first column contains “what I know about myself”; the second “what I don’t know about myself. The top row contains “what the others (the group) know about me” and the bottom row contains “what the others (group) do not know about me”. The information contained in these rows and columns is not static, but rather shifts to the extent that they vary according to the degree of mutual trust and the exchange of feedback provided and/or received.



The Four Quadrants

OPEN SELF
Information about you that both you & others know

I. Open Self: This is where one will find experiences and data that are known by both the person themselves as well as other group members. It is a space that is characterized by the free and open exchange of information. For example, our way or style of working or our usual way of behaving within a determined group. The open space grows as the level of trust and interactions between the person and the group members increases.

BLIND SELF
Information about you that you don't know but others do know

II. Blind Self: This is where one will find information about themselves that they ignore but that is known by others. For example, it is what our co-workers know about us, our way of being and that we do not know or are not aware of at the moment. We communicate all types of information (verbal and non-verbal) in our way of acting, which we are not totally conscious of, but are perceived by other group members. For example, our particular way of speaking, gesturing, or reacting to certain facts.

HIDDEN SELF
Information about you that you know but others don't know

III. Hidden Self: This space contains information that you know about yourself but is unknown to the group. This is where much of the information about ourselves that we do not share with others is found. This could be feelings, opinions, or perceptions regarding the group itself, its members, or our own selves that we wish to keep hidden or unshared.

UNKNOWN SELF
Information about you that neither you nor others know

IV. Unknown Self: We all have this area within us, that neither ourselves nor others know. It is the unconscious area.



Within this context, giving or receiving feedback consists of moving information from the Blind Spot or from the Hidden Area towards the Open Space to increase our own self-knowledge and that of others about ourselves. This helps to foment our personal growth and/or our relationships with the rest of the team members, with the ultimate aim of increasing team integration or seeking to reduce possible friction due to ignorance of some personal characteristics of the group itself.



Pre Work

4. Mapping my team: managing different talents

¿De qué color es mi equipo?					
Name	The most relevant characteristics, either qualities or areas of opportunity.	According to Insights, which color(s) is it?	What I have realized about this co-worker that is not working for me	What I have not done with him or her	What else could you implement with him or her to improve as a leader?

5. The beliefs that help us to be leaders



We rely on deep unconscious and transcendental judgments that give us unquestionable certainty about the meaning of something.

Characteristics:

Beliefs are characterized by the mixture of two ingredients: an idea and the feelings of certainty that accompanies it. Lacking this specific feeling, the idea is only an opinion and opinions do not offer any resistance to change, which is the case with beliefs. (M. De Chajet, 2000)

- 1** They are generalizations about the world, others and oneself.

Strong statements about one aspect of reality: “The generalizations that we make about the world and our principles that guide us.”
- 2** They are irrational since they are based on affection and not reason.

When we say that a belief is irrational, we are not saying that it is foolish, we are simply affirming that its main component is the affection associated with it.
- 3** They have a powerful influence over our abilities and behaviors.

Since beliefs are of a higher level of logic, they significantly influence our behaviors and abilities.
- 4** A person’s beliefs influence the behavior of others.

But if beliefs influence the behaviors of the person who possesses them, many times the beliefs that a person has about someone else can influence that person’s abilities.
- 5** They work as a lens through which one gives meaning to reality.

Beliefs are not determined by reality. Beliefs are what determine the reality that we perceive.

Prework

What are the beliefs I have about myself?			
BELIEFS	AS A LEADER	EFFECTIVE BELIEFS	INEFFECTIVE BELIEFS

What have you realized and what can you do about it?

TopTraining

6. Introduction to Emotional Intelligence



Emotional Intelligence allows us to become aware of our emotions, understand others' feelings, tolerate the pressures and frustrations that we endure at work, accentuate our ability to work as a team and adopt an empathetic and social attitude, which will increase our possibilities of both personal and team development.

Emotions are always present in our life. They represent our most intimate experience. They give meaning to our existence. They drive our actions, and they can be fleeting or everlasting, mild or intense, pleasant or unpleasant, and they always mobilize energy, conditioning the body to adapt to certain circumstances or to face specific situations.

A set of knowledge, attitudes, and beliefs about the world is generally involved when we experience an emotion, which we use to assess a specific situation and which influences the way in which we perceive such situation, be it positive or threatening.

Some of the behaviors and physiological reactions triggered by emotions are innate, while others can be acquired. In the somatic aspect, emotional response is characterized mainly by:

- Change in heart rate (may increase or decrease)
- Variations in blood flow (more blood reaches certain body areas, while vasoconstriction occurs in others)
- Changes in respiratory rhythm (gasps, apneas, sighs, etc.)
- Alterations in the pupil
- Increase or decrease of saliva
- Gastrointestinal disorders
- Liberation of glucose in the blood
- Modifications to muscular tone (tension, contraction, laxity, etc.)
- Excessive sweating

Background

There are two different models of emotional intelligence. On one hand are the models of Bar-On (2000), Goleman (1995, 1998) and McCrae (2000), who consider emotional intelligence to be a series of attributes closely related to personality and distinct from IQ and related to competencies in reference to academic achievement. While Mayer, Caruso and Salovey (2000), Mayer, Caruso, Salovey and Sitarenios (2003), define emotional intelligence as the ability to perceive and understand emotional information.

Salovey and Mayer (1990) propose the Emotional Intelligence model that includes **5 components**:

1. The knowledge of one's own emotions
2. Emotional control
3. The ability to motivate oneself
4. Empathy
5. Social skills

The first three components reference intrapersonal intelligence. The latter two reference interpersonal intelligence

Intelligence:

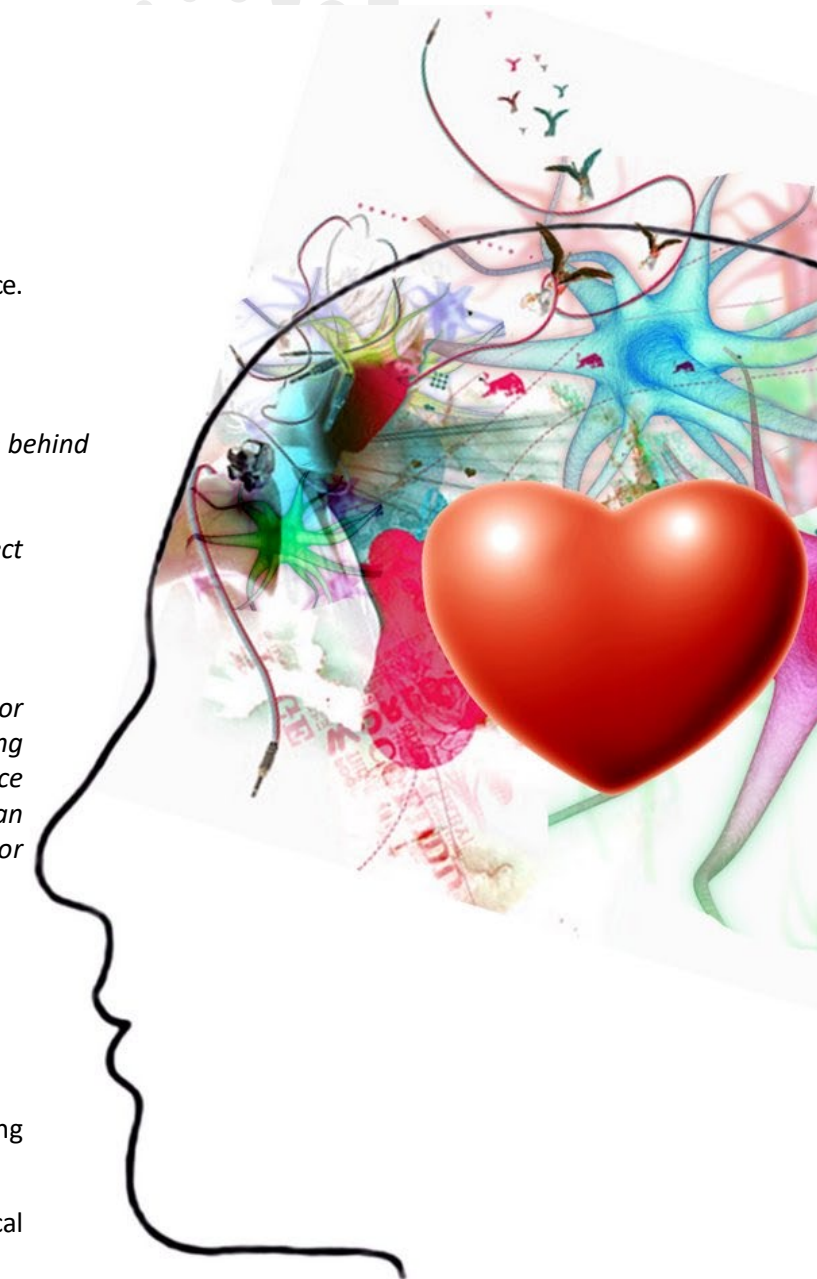
Intus-legere (read inwardly): Read inwardly or what is in behind the meaning: understand.

Intelligence is semantically related to intellect and intellect is a concept that normally opposes emotion or feeling.

Emotion:

E-motio: movement from within. This internal motion or movement is the result of feeling an emotion. According to José Luis Zaccagnini, defining emotion is not easy since scientific studies on emotion have just begun, but it can be described through three comprising components or processes:

- Generates subjective experiences
- Influences our behavior, activating/inhibiting behavior
- Is clearly observed by our body's physiological response



7. Origins of Emotions

All emotions are essentially impulses that drive our actions, automatic reactions that evolution has furnished us with, used as defense mechanisms when we are faced with dangerous situations.

The root of the word comes from the Latin verb *movere* (which means “to move”). The prefix “e” means towards, which suggests that every emotion implies a tendency towards action. And thus, the control of an emotion is a very complicated task.

Intelligence Quotient and Emotional Intelligence

Know yourself to be authentic to you and to others.

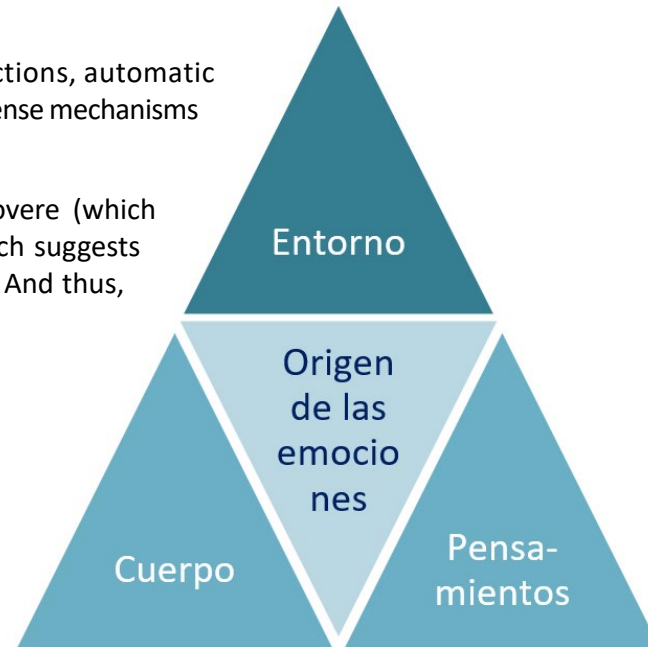
Emotional self-knowledge is a neutral state that results from self-evaluation, even during intense emotions.

For practical purposes, acknowledging an unpleasant situation, understanding the negative impact it has on oneself, our team, and our environment, is feeling the need to overcome it. This acknowledgment is different from our efforts not to act influenced by an emotional impulse.

Environment

Considered to be the main cause of emotions, it is related to the social aspects that surround human beings. Regardless of whether they are negative or positive, they generate many of the constant emotional changes that we experience daily.

It is very important to be clear about what and how our work, our colleagues, and all the elements that impact us from the outside make us feel and to be authentic by recognizing them, externalizing them and, if necessary, fighting to change and renew ourselves.



Body

The complex hormonal processes of growth, the various stages of natural development such as adolescence, old age, or the bodily changes related to pregnancy, originate multiple emotional states that in some cases are considered characteristics of each stage and that undoubtedly have an impact. Likewise, the body positions that we adopt in different situations also impact our emotions, which is why there has been talk for a long time about the benefits of physical exercise on the state of mind. Sometimes just changing positions can benefit how we feel.

Thoughts

Our way of thinking in certain situations directly influences our emotional state. Depending on our mental focus, the emotional centers will either activate or relax, to the point that only a specific thought can trigger an emotional process of high intensity. This is where memories and imagination also play a role.

Emotion does not exist in isolation. It is a complex, multidimensional process in which different dimensions of our person intervene simultaneously and briefly: subjectivity, physiology, motivation and expressiveness.

Therefore, it is important to replace our thoughts and beliefs with ones that allow us to have better moods, emotions and feelings for ourselves, our team and the rest of the environment with whom we directly impact.

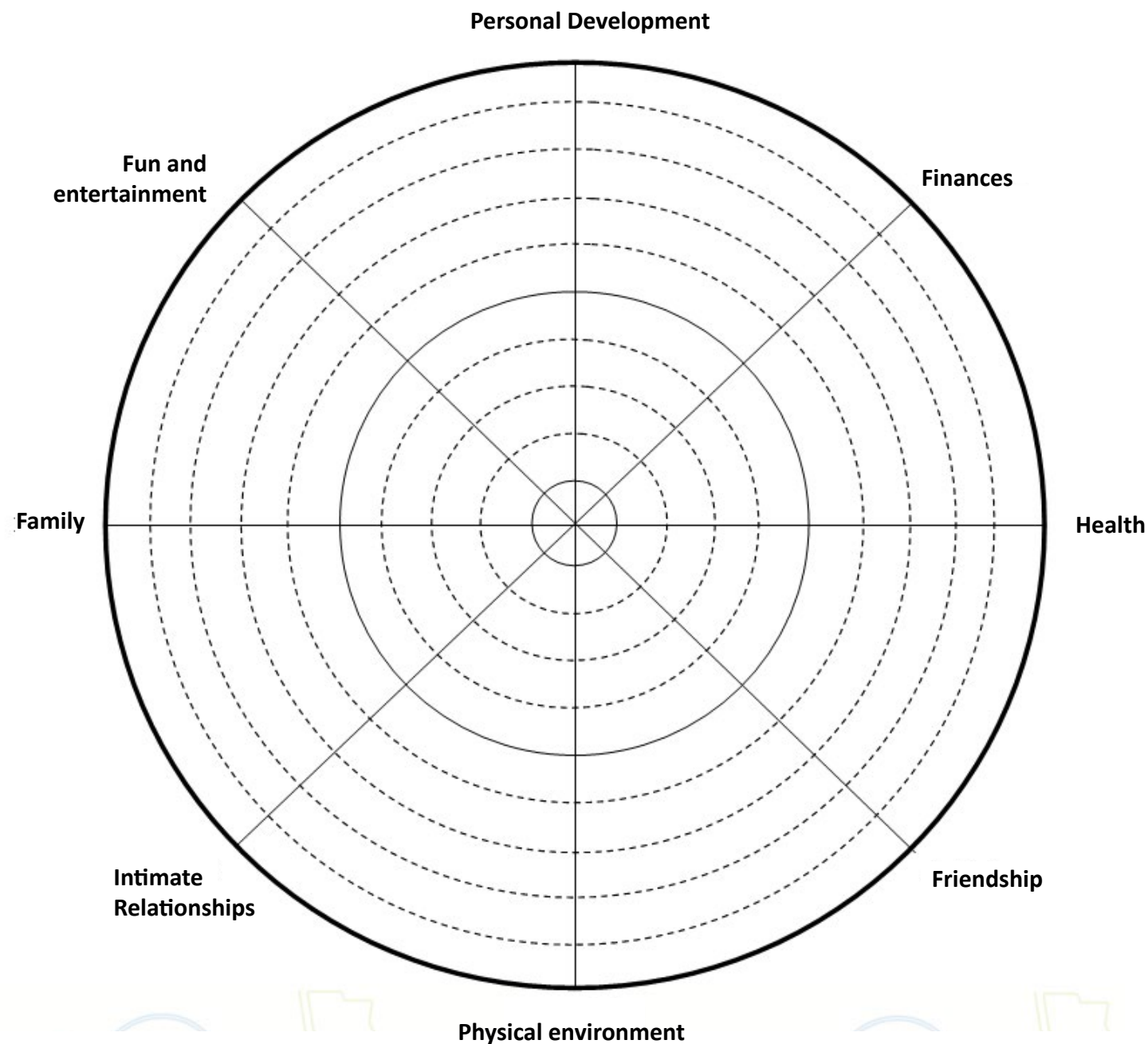




Prework:

WHEEL OF LIFE

The intention of this exercise is for you evaluate your life in at least eight areas. We suggest the following: personal development, finances, health, friendship, physical environment, intimate relationships, fun and entertainment, family, etc. For each area, ask the question, "How satisfied am I right now?"



8. Key Concepts

What is emotional intelligence and how does it help us to be authentic and trustworthy leaders?

"Ability of individuals to perceive, use, understand and manage emotions".

- Peter Salovey and John Mayer

Components of Emotional Intelligence:

Emotional perception

Conscientiously recognize our emotions and identify what we are feeling.

Emotional expression

To be able to give a label and an appropriate emotional expression to what we feel.

Emotional Understanding

Integrate our feelings into our thoughts and know how to consider the complexity of emotional changes.

Emotional regulation

Efficiently manage and direct our positive or negative emotions.

Social emotional intelligence and collaborative relationships

Ability to understand, establish and maintain productive interpersonal relationships and to interact successfully with others, achieving mutually satisfactory results. As we achieve a good relationship with ourselves, we can interact with other people in a healthy manner, being able to lend support, serve and generate results that achieve mutual agreement and shared benefits.

Emotion

The word emotion literally means "movement towards". It is a subjective reaction to the environment that is accompanied by organic, innate changes (physiological and endocrine), influenced by experience. Emotions come from an organic adaptation to the environment.

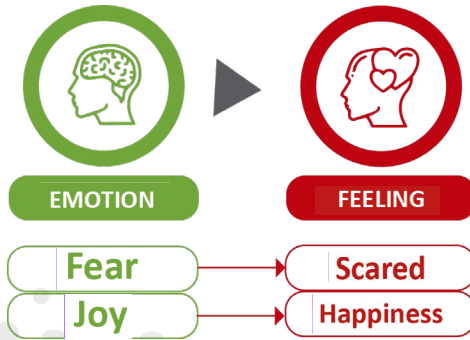
The state induced by the emotion occurs suddenly and abruptly as a transformation, which can vary considerably in intensity and duration.



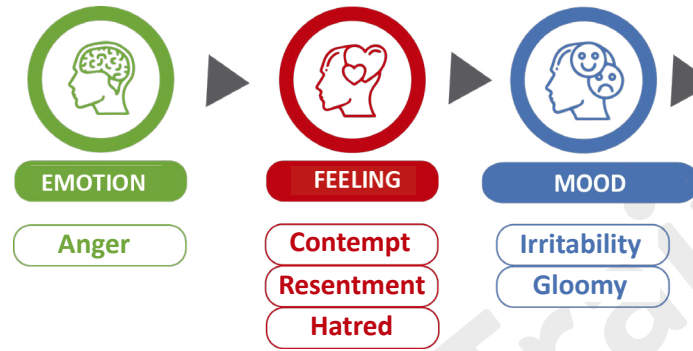
Feeling

It arises from the emotional experience as part of the adaptive response to experiencing the emotion. In other words, it is the meaning that we place on an emotion according to our personal experience

After experiencing the emotion of fear, we harbor a feeling of fear, just as we retain a feeling of happiness after experiencing joy.



Mood



They differ from emotions in that they persist for relatively longer periods. There are multiple factors capable of causing certain moods: atmospheric changes, digestive problems, bad sleep, hormonal cycles, changes in daily routine, unexpected news, etc.

Thus, states of anxiety, depression, irritability or euphoria arise, which also mix with the feelings involved in the process, making it difficult to understand what is happening to us.

For example, after experiencing intense anger, feelings such as contempt, resentment, or even hatred overtake us, leading to an irritable and gloomy mood, which will affect not only our behavior, but also our general health.



Exercise. Answer the following questions:

Identify your usual mood around your collaborators:

How do you feel as leader?

Who or what makes you feel bad in your role as leader?

What can you do about it?

What consequences would you have if you do nothing about it?

What will you immediately do that will help you as a leader?

How are emotions useful and how can they help us to be leaders willing to reinvent ourselves and learn new things?

In general, emotions are usually classified socially as negative or positive, which causes a series of prejudices that interfere with how we express them. Because of that, we are sometimes ashamed of our emotions and act contrary to what we feel, or we suppress the most spontaneous emotional expression, ceasing to be authentic.

However, emotions allow us to face and have vital experiences. Thanks to emotions, we solve the challenges that are presented to us as they give us the opportunity to respond to situations that are fundamental and unavoidable in life.

Benefits of emotions:

- Emotions encourage us to communicate and share personal experiences with our team.
- Different emotional experiences teach us what we like and do not like. Thanks to our emotions, we can decide to approach the stimuli that make us feel good and avoid or transform those that negatively affect us.
- The diversity of responses that emotions generate in our body allows us to adapt to the circumstances that accompany the emotion and facilitate adaptation to the environment.
- They promote social interactions and favor collective participation, strengthening our leadership and being authentic.
- Our memory is enriched by the emotions we have experienced, as they allow us to save and relive situations in a more effective manner.
- Thanks to emotions, we can perceive what is happening around us and thus we are able to act and face truly difficult situations, expanding our will power, constantly evolving and renewing ourselves.
- Emotions can help us get to know ourselves better as well as the people around us, strengthening the value of being authentic at all times.

Whether these functions are fulfilled does not depend directly on emotion, but on how we process them.

Emotions allow us to release our impression of the experience. If we reject a certain emotion because it produces feelings of dissatisfaction or displeasure, we will become stagnant and lose the opportunity to move towards a better situation, changing and improving ourselves.

In the same way that we cannot maintain absolutely control over everything not happening, neither should we avoid emotions. When the emotion arises, it is important to try to maintain the right balance.



Why do we need to express our emotions?

Expression of emotions means opening internal spaces and allowing clarity to enter. On the contrary, when we inhibit the expression of emotions, or when we shut down and repress the emotion within ourselves, we unnecessarily prolong the healthy course of the emotional process, ceasing to be authentic and inventing stories to justify our rational actions.

However, they should not be expressed excessively, losing control and taking the reactions and responses to the extreme. This will undoubtedly lead us to an energy imbalance and most likely to interpersonal conflicts in our environment.

The first step to properly guide our emotional responses is to be able to objectively observe our environment and our possibilities. Both the emotions that we recognize as positive as well as those that we consider negative can generate favorable or unfavorable emotional expressions.

To take advantage of our emotional life positively, we must be able to direct our will, make a precise and objective assessment of the emotion, considering the different aspects involved and avoid exaggerating or minimizing them. We must also find the right way to express ourselves, defending our own rights without offending or threatening other people.



We can say that this is the first way that emotions are manifested. We channel the instantaneous tension that invades us through sweating, trembling, crying, throbbing, and in extreme cases, we lose control of our bowels, we throw up or we even faint.

Following this first initial body reaction is what we understand as our most conscious expression of emotion, which is as decisive as body responses. It includes both verbal and non-verbal expression, influenced by thought, learned behaviors, temperament, etc.

It is very common to hide fear and take unnecessary risks and “swallow” our tears to not appear weak or too sensitive. We should not analyze emotional processes from censorship since this position would prevent us from fully understanding ourselves. Additionally, it would probably lead us to disguise our emotions and prevent us from reaching emotional maturity.

Non-verbal Emotional Expression

The most authentic expression of emotions is when words are not spoken. Generally, body language speaks sincerely, often contradicting the accompanying verbal expression.

The look, facial expression, body orientation, position of the hands, the way we sit or stand are the most accurate indicators of the emotional experience.

Also, involuntary gestures, which can last only a few seconds, represent the initial impulse that an emotion has generated.

Verbal Emotional Expression

Verbal expression of emotion usually occurs in several stages: the simultaneous expression of the emotional experience, frequently affected by the complexity of the situation, and the subsequent expressions, with which we express the emotion, communicate, request guidance, share and recall the experience.

When verbally expressing the emotion, we also observe two clearly defined aspects: what is said and how it is said.

1. This corresponds to the linguistic components that are used to define acceptance, opposition, requirements, etc.
2. It also concerns the paralinguistic components, mainly related to intonation and volume of the voice. What we say and how we say it depends on if the verbal expression is simultaneous or after the situation, although the person with whom we are sharing can also have an influence.

Using verbal language correctly in moments of the greatest emotional intensity requires great balance and mental equanimity, which can make you an inspiring leader, capable of influencing and strengthening your team and your entire environment.

We often get carried away and the meaning of words is lost. Other time we can raise or lower our voices so much that we totally block the content, even becoming speechless. But we should not prevent the words from coming out and continue to mull over our thoughts, completely losing the authenticity of what we are feeling.



Exercise. Answer the following questions:

How do you express your emotions?

Which emotions do you feel you handle properly?

What do you need to learn to do better?

If you do that, what are you going to improve as a leader?

9. Basic Emotions

Emotions are part of our existence. We cannot and should not cast them aside; they are the body's natural response to life events. Within the wide variety of emotions that have been defined, the so-called basic or innate emotions are those that are experienced from the moment of birth and even birth, since they are a neurophysiological mechanism for human survival. In various investigations, including those that focus on traditional Chinese medicine, the basic emotions are fear, anxiety, anger, sadness, joy and surprise.

a) Fear

Fear is a basic emotion closely linked to risk and danger. Its main mission is to inform us of a possible threat, both personally and in our environment. It is closely linked to our instinct of conservation. Generally, we fear the unknown or what we cannot control, and it can stem from a real situation as well as from our imagination.

Body expressions:

- Increased heart rate Se altera la respiración.
- Changes in breathing
- The hair stands on end and even if there is no increase in body temperature, the sweat glands suddenly start to work producing what we call a "cold sweat"
- The tone of voice often changes
- The mouth becomes dry
- Eyes open wide to be able to better see the real or fictitious danger that is threatening us
- Thoughts are erased
- The body starts to tremble
- The stomach muscles contract
- One may scream for help



When fear overwhelms our strength and turns into terror or panic, body paralysis can occur due to the need to go unnoticed to protect ourselves from danger. Fear is an emotion necessary to survive, develop and play our role to advance the human species.

We all need a certain degree of fear to motivate us to take risks, such as amusement parks or "adventure activities". Many times, the energy of fear is the one that drives us forward with certainty and steadiness because when we act despite fear, we reaffirm ourselves and we are able to overcome challenges, no matter how small they are, and thus we can improve ourselves and continue to learn.



Body expression:

- Backpain, especially in the lumbar region
- Weakness and stiffness in the joints
- Vertigo and ear disorders
- Dental and bone problems

b) Anger

La ira es una emoción natural que surge sobre todo cuando nos encontramos ante un obstáculo o tropiezo que se Anger is a natural emotion that surfaces especially when we are faced with an obstacle or stumbling block that stands in our way and prevents us from achieving what we want.

Internal energy is generated to help clear the way, either by removing the obstacle or destroying it to achieve our purposes.

Anger can be a stronger emotion than fear or sadness. Normally anger is felt because of an injustice, abuse, transgression, our ideas not being accepted, etc. To keep anger under control and prevent it from turning into violence, it is essential to maintain contact with the rational part of our brains. Otherwise it would lead to aggressiveness, creating negative situations that we would later regret.

Body expressions that appear with an attack of anger are sudden and immediate and can reach high intensity. They include:

- Blood circulation is impaired
- There is a large flow of blood to the face, which turns red, and the veins in the neck and forehead visibly swell.
- Breathing quickens and the mouth closes to collect offensive energy.
- Nostrils are dilated by the urgent need to breath.
- Generally, the person becomes emboldened or the body straightens as in a desire for body control.
- The eyes glow with "animal fury".
- Body temperature rises and the muscles become inflexible, reaching their maximum level of tension.

Anger often blocks the mind, impeding reasoning and making dialogue impossible. Hurtful expressions are often shouted, with the intention of offending those we consider having caused our emotion or even those in whom we project the anger we are feeling.

The inability to find a way to express ourselves and act freely can manifest itself physically with the following **bodily effects**:

- Intense headaches
- Rheumatic ailments that limit joint mobility and reduce muscle tone, generating tension and body stiffness.
- Pain in the neck, the sides, and especially cramps in the calves, as a physiological fight or flight response.

c) Anxiety

Anxiety causes anguish and mental agitation when an answer cannot be found. Worrying alters our communicative rhythms and causes our emotional experience to become unbalanced. It is not a static emotion. It is a psychological or mental state that generates an extensive emotional range and sparks a downward spiral that can be difficult to stop due to the continuous apprehension of circular thoughts. All anxiety is based on the state of alert to a potential danger to our survival, either by fear of getting hurt or of losing something.

The excessive mental activity that accompanies anxiety arises from the need to consider different responses or possible solutions.

Anxiety arises due to several factors, such as unexpected situations that are highly confusing, the need to make definitive decisions, or overcoming important changes. It is also the result of an auto-defense mechanism or other emotional states that are due to a situation generating uncertainty, such as the fear of getting sick, which can become a chronic concern for our health.

Although a normal degree of anxiety is transitory, often disorder and poor mental clarity allow it to take root inside of us. Thus, mental situations of internal contradictions and conflicts, ambivalences, confusion, irritability, agitation and insecurity are created. This, together with the pressures of the environment, cause the downward spiral of anxiety.

Body expressions:

- Hearing and sight become clouded
- Facial muscles contract, especially on the forehead, showing signs of discouragement
- Repeated movements, leading to nervous tics or involuntary habits such as compulsive nail biting

The continuous expenditure of energy caused by this emotion leads to the following

- States of obvious decline and apathy
- Anxiety and the constant restlessness it causes provoke the inhibition of any possibility of pleasure or enjoyment.
- Those who suffer from a constant state of anxiety deny themselves the experience of a full and happy life.
- Repeated thoughts, along with the fear that accompanies anxiety, stimulate the amygdala.
- Latent concerns trigger gastritis, ulcers and chronic conditions in the digestive tract, such as irritable bowel syndrome.

The repeated, obsessive and set thinking that accompanies anxiety prevents us from discovering the possibilities of transformation and change. We refuse to accept the mobility of the elements that make up the evolution of our life events.

d) Sadness

Sadness is one of the basic emotions that make up our experiences. Along with feelings of loss and pain, it is an emotion that is intrinsic to humans that accompanies grief, failure, disappointment or separation, either from personal experience or as a reaction of empathy for those who are suffering.

Sadness appears when one stops fighting to avoid misfortunate or a loss, or when the person faces the irreversible fact that causes the sadness. Sadness is a feeling of distress that is demotivating and causes a surrendering.

Sadness is a normal and necessary emotion when grieving. It decreases vitality within a process that must lead to acceptance of reality or the truth that one is living. This helps us to continue to adapt to new circumstances.

The most obvious body reaction of sadness is crying, which acts as an escape valve and helps us release tension, while manifesting the emotion we are experiencing. Crying is a healthy expression of sadness and sometimes is a non-verbal form of communication when there are no words to define what one is feeling. It is important to allow ourselves to express sadness and to give others permission to do so. Suppressing and containing tears produces an emotional blockage that affects the body and hinders the positive development of the process. However, crying is healthy within limits, since it can become a voluntary action generally associated with manipulative attitudes.

Body expressions:

- Body changes that are manifested mainly with decreased muscle tone.
- Facial muscles show dejection: the eyebrows and the corners of the lips drop.
- The body takes on an awkward position, the head bowed, the shoulders and the arms droop down, and the body lacks strength to hold onto life again.
- Heart rate slows and unless sobbing occurs, breathing is identified in the depths of the deflated chest.

Excessive prolongation of sadness leads to introspection, helplessness and disproportionate passivity. One may lose the will to live and there are clear signs of depression that can ruin life and create pathological situations. Some of the **bodily effects** of sadness are:

- Directly affects the lungs and large intestine
- Weakens the body's energy level
- Breathing and intestinal irregularities
- Physical fatigue and mental disturbance
- Skin conditions
- Sleep disorders, apneas and allergies



If we know how to recognize the essence of sadness, we can **take advantage** of this mood to scrutinize and rebalance the situation that has caused it, including both positive and negative aspects. Using this energy positively gives us the opportunity to delve into our inner selves to reflect and find pockets of light to **restart the path** with a broad awareness of our strengths, powers and possibilities in life.

e) Joy

Joy is a basic emotion, related to a sense of triumph and release. It is a state of satisfaction that leads the person to perform splendid and generous deeds and spread their positive energy to everyone around.

Depending on the circumstances, joy can lead to serenity and feeling peace, or momentum and activity. When joy is an overwhelming experience, as in the case of the birth of a child or finding something we thought was lost, we may feel the need to privately relish the moment and to consciously enjoy it.

On the other hand, when joy stems from a shared victory or by reaching a set goal, it is accompanied by a fervor that impels it to be externalized through bodily movements, generating a high level of physiological excitement.

According to some, cheerful temperament that favors positive attitudes is innate. However, it can also be achieved and stimulated by observing a need for change to improve our relationships with those around us and to fully enjoy life.

Body expressions:

- Increase in vitality, which augments temperamental energy and can lead to experiencing a sensation of energetic expansion that can cause our body to go beyond its physical limits.
- Depending on the intensity, it is possible to feel something heavy in the chest and throat that tends to release by crying, which is known as “tears of joy”.
- The muscles relax without losing their tone. We want to dance, laugh, sing, to transmit and spread this invading emotion.

Body effects when this energy surfaces and is not controlled:

- Hypertension
- Severe episodes of insomnia and emotional excitement, sometimes triggering violent behaviors.
- Sometimes there may also be a constant state of joy, masking the existence of a lack of affection. We seek to fill this lack with experiences that awaken this vitality in us, externalizing a pleasure that we really need to feel.

Like other emotions, joy manifests itself in different intensities and it is not always expressed through laughter and action. It is also possible to contain joy within ourselves, enjoy it as an accumulation of pleasant sensations that we have and that nourishes us with a vital enthusiasm for no other purpose than to happily enjoy the experience of life.



f) Surprise

Very short-lived emotion that gives way to another emotion, depending on the meaning of the event. It is generated when we are caught off guard.

Surprise arises from the breaking of a habit – from unmet expectations. The surprise phenomenon requires a rationalization and a regularization that makes the surprise disappear by creating a new habit.

The purpose of surprise is to help us to **adapt** to a new situation, which is why it puts us on alert and then channels us towards any of the emotions described above.

Body expressions:

- A startle reflex can occur
- Pupil dilation
- There is a rush of adrenaline that is usually felt in the stomach
- Pause in breathing
- There is a feeling that blood is rushing to one's feet
- Instantaneous paralysis, depending on the level of surprise
- Tenseness in the muscles





Exercise

Basic Emotions

Describe a personal or work experience that has caused each one of the below emotions and how you felt about it:

Fear	
Anger	
Anticipation	
Sadness	
Joy	
Surprise	

10. Emotional Intelligence Skills

An emotional SKILL is a learned ability, based on Emotional Intelligence, which leads to outstanding job performance.

Emotional intelligence determines our potential to learn practical skills that are based on its five components or dimensions:

1. **Self-knowledge**
2. **Motivation**
3. **Self-regulation**
4. **Empathy**
5. **Social skills**

An **EMOTIONAL SKILL** is an indicator of what proportion of such potential has been applied to the skills we use while on the job. For example, being skilled at helping customers is an emotional skill based on empathy. Similarly, reliability is a skill based on self-regulation or the ability to handle impulses and emotions well. Possessing any of the above skills will allow a person to excel at their job and stand out.

Emotional skills are grouped into clusters, each one based on a capacity that in turn belongs to a dimension. These skills have some characteristics in common:

Independence. Each one makes an unmatched contribution to job performance.

Hierarchies. Each one depends on certain others to some extent, with strong interactions.

Necessary, but not sufficient. The fact that someone possesses a certain faculty does not guarantee that they will display all the skills associated with such faculty. The fact of having them or not also depends on other factors, such as the organizational climate and culture as well as the person's values and interests.

General. The general list can apply to nearly any type of job, but we must keep in mind that different skills are required for different jobs, and some could even be repeated with various degrees of demand.



Emotional Intelligence Model and Skills

Personal Skills

Figuring out how to control ourselves



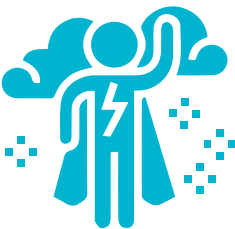
Self-knowledge: to know one's mood, preferences, resources and intuition

- Emotional awareness
- Self-evaluation
- Trust in oneself



Self-regulation: managing one's mood, impulses and resources

- Self-control
- Reliability
- Conscientiousness
- Adaptability
- Innovation



Motivation: emotional tendencies that guide or facilitate obtaining goals

- Eagerness to triumph
- Commitment
- Initiative
- Optimism

Social Skills

Figuring out how to handle relationships



Empathy: Training of feelings, needs, and interests in others

- Understand others
- Service-oriented
- Political consciousness
- Help others to develop
- Benefit from diversity



Social skills: ability to induce desired responses in others

- Influence
- Leadership
- Communication
- Collaboration and cooperation
- Catalyst of change
- Team skills
- Managing conflict
- Forming links

11. Management of emotions

Emotional self-regulation consists of both turning off restlessness and quelling the urge, as in intentionally eliciting an emotion.

Self-control

Effectively managing harmful emotions and impulses, while being authentic to ourselves and others.

Those that have this skill:

- Keep harmful emotions and impulses under good control.
- Remain composed, positive, and impassive, even at difficult times.
- Think clearly and do not lose focus when under pressure.
- Treat people, clients and those within the organization with respect.

Adaptability

Flexibility to handle changes and challenges and reinvent oneself when faced with difficulties. Those that have this skill:

- Handle multiple demands, shifting priorities, and rapid transformations with ease.
- Adapt their reactions and tactics to changing circumstances.
- Are flexible in their view of events.
- Listen and consider other perspectives and points of view.
- Listen to others and value their opinions.

The first steps to manage emotions are:

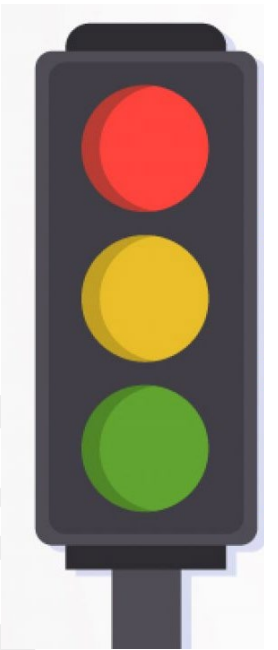
- Emotional knowledge
- Emotional understanding

Corrective ways to handle emotions

- Think about something else to cause the emotional level to drop
- Let go
 - Change the topic, returning to it later
 - Take a break or a time out
 - Postpone to a later time
 - Review the work process and change it
- Change environment
- When possible, physically remove oneself from the situation as well as from those provoking the emotion
- Emotional writing
- Rationalize the situation, analyze it and later act once you are calmer
- Act with firmness when required, but without anger or aggression. Act assertively.

Corrective emotional control stoplight to reinvent ourselves as leaders

Red light	1. Stop, think before acting
Yellow Light	2. If possible, discuss the situation with someone you trust and tell them how you feel 3. Set a positive goal for yourself 4. Find alternative solutions 5. Think about the consequences
Green Light	6. Go ahead and choose the best plan and put it into practice



Other corrective actions:

- Do physical exercise to release the excess of destructive emotions
- Listen to music that you like
- Watch fun TV shows
- Take a walk
- Do some housework
- Do a puzzle
- Board games
- Put something together that requires concentration
- Spend some time alone
- Play videogames
- Take a short trip, leave the city
- Search the internet for something you like
- Watch a movie
- Play a musical instrument



Preventive ways to handle emotions:

- Cultivate kindness and compassion
- Cultivate spiritual tranquility
- Reflect on the underlying belief
- Reflect on the experience and try to learn from it
- Stick to the values of the organization
- Be patient, tolerant and respectful of those that are different from you
- Do not criticize or judge. Instead, take time to understand the other person.
- Offer support and service

Neutralizing feelings

Emoción primaria	To neutralize
Fear	Action, security, trust
Anger	Patience, tolerance, serenity
Anxiety	Action, prevention, information
Sadness	Happiness, hope, acceptance, rerouting
Joy	Serenity, dosage, analysis

Preventive process for handling emotions:

1. Identify your reactions and what triggers them
2. Discuss the situation with someone you trust and tell them how you feel
3. Identify the underlying beliefs and change the ones that limit possibilities
4. Mentally project different scenarios, thinking about the consequences
5. Identify your criteria for success in handling similar circumstances
6. Define a positive purpose
7. Put your plan into practice
8. Be disciplined

12. Personal plan

Personal Commitment	Actions	Due Date

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