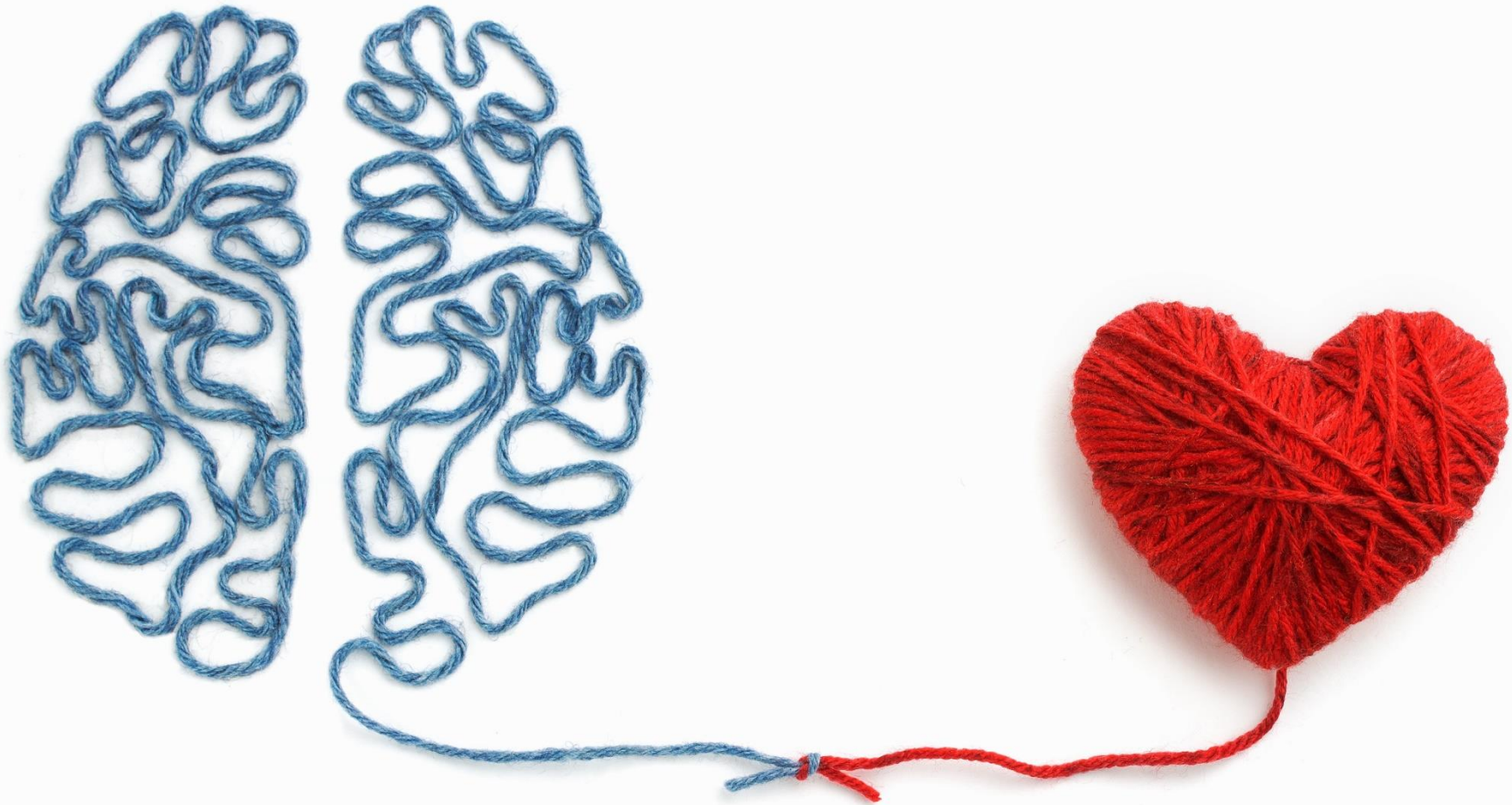
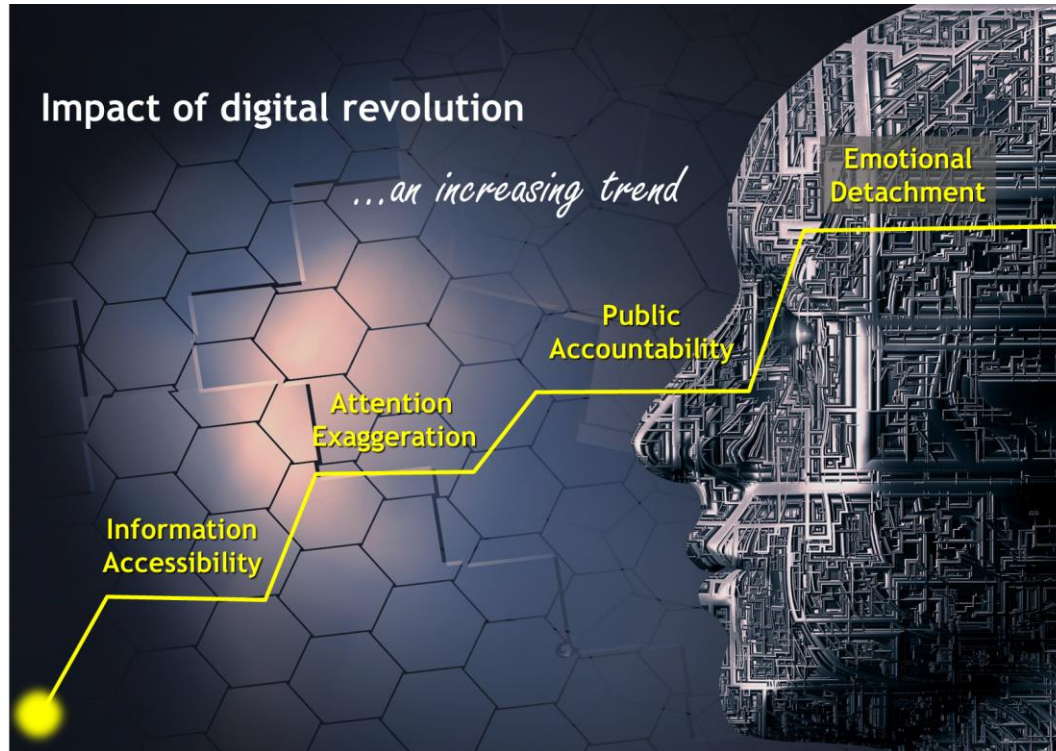


# Emotional Intelligence Workshop

*translating emotions into positive behaviors*



# Emotional Intelligence Workshop: what is it?

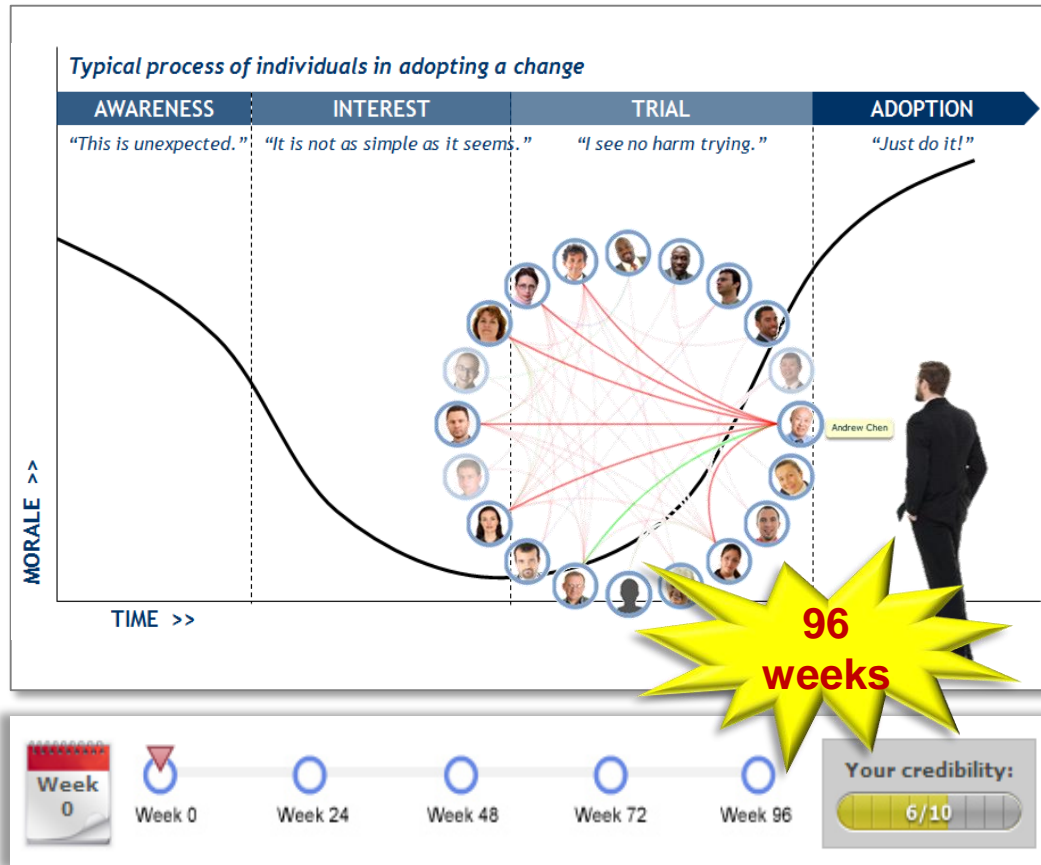


Digital revolution has changed the significance of leaders in managing the increasingly informed workforce who are constantly questioning the credibility of their superiors. Emotional maturity of leaders in managing expectations of people has never been more emphasized than now. Leaders might gain or lose control of emotions when attempting to achieve desired results through people.

## Key Coverage

- ✓ **Module 1:** Increasing personal credibility to foster confidence and accountability among people in times of change.
- ✓ **Module 2:** Listening to how people feel rather than what they say in order to facilitate their adoption of change.
- ✓ **Module 3:** Acquiring political savvy to form alliances and coalition of support wisely.
- ✓ **Module 4:** Gaining emotional control in giving & receiving feedback to convert emotions into positive behaviors.

# Module 1: Increasing personal credibility



There is no simple, straightforward formula to build personal credibility. To get the desired impact, leaders need to choose appropriate levers, understand reasons for objections and discover how to foster better collaboration at different phases of a new initiative.

Participants will begin by running an online simulation on fostering collaboration:

- ✓ **PREPARE.** Participants will form teams of 4-5 people. They are assigned the role of a Senior Manager of the company to enhance business performance.
- ✓ **ANALYZE.** Each team must analyze the make & motive of different stakeholders to prioritize their engagement efforts.
- ✓ **DECIDE.** The teams must choose appropriate levers to convince 19 people to adopt the performance improvement initiative within 96 weeks. During this period they may earn or lose credibility points.

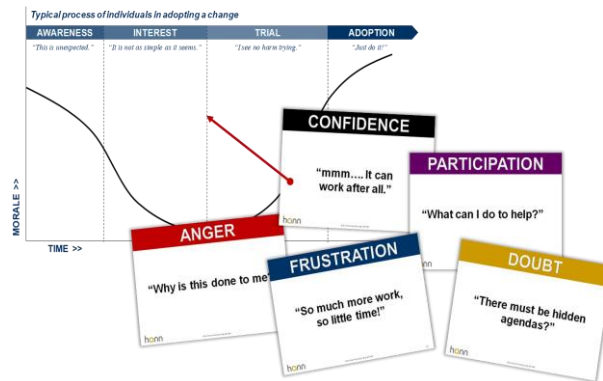
At the end of the module, participants will discuss and identify leadership habits that will build credibility in their organization.



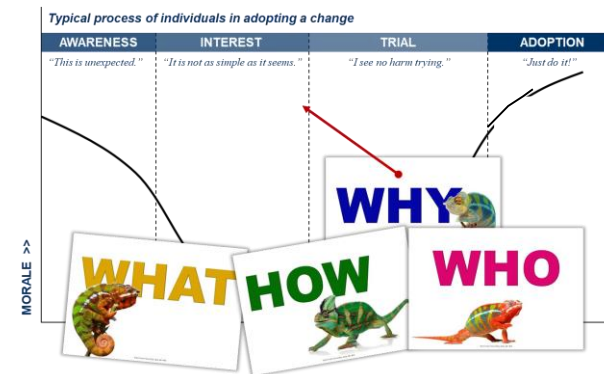
# Module 2: Listening to how people feel

In Module 2, participants are challenged to **listen to emotions** and to **anticipate reactions**. It is essential to differentiate how people feel vs. what people say. Participants will:

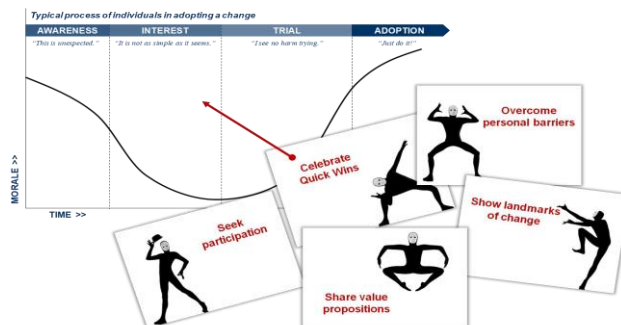
## 1 Identify and relate to the emotions in different phrases of change



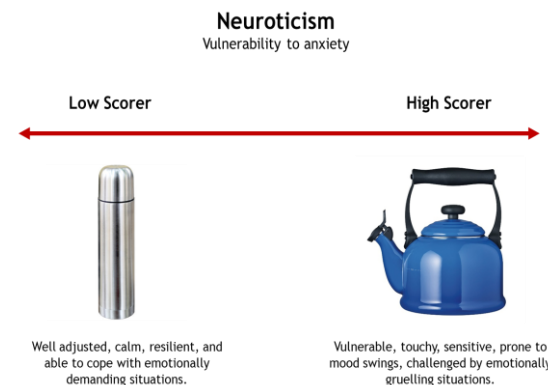
## 3 Identify the right leadership focus



## 2 Use the influencing tactics to address different emotions

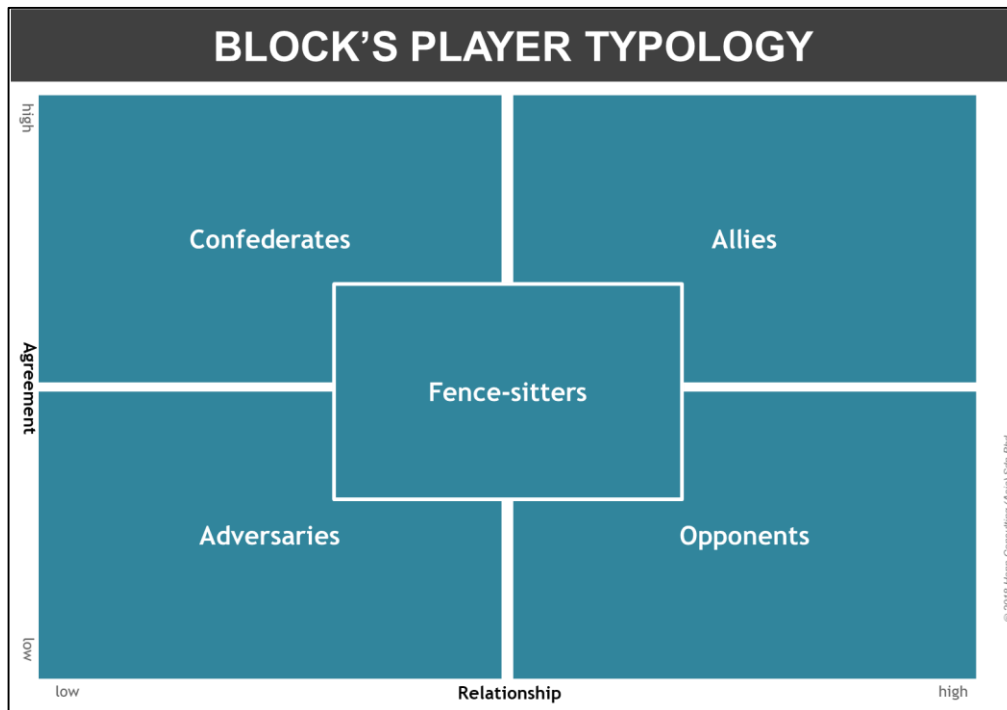


## 4 Understand the impact of one's Neuroticism in listening to how people feel



# Module 3: Acquiring political savvy

In Module 3, participants will be required to analyse the characters' personal backgrounds and responses toward the new initiative in the organization, in order to identify different type of stakeholders (confederates, allies, adversaries, opponents, and fence-sitters). How do we know one is in agreement or disagreement and high or low relationship with us, pertaining to the proposed plan?



Do you think he **agrees or disagrees** with you?

HENRY ADAMS

Chief Executive Officer

**GENERAL INFO**  
Henry and Andrew Chen are both members of an amateur jazz trio that performs at local clubs several times a year. Henry is a serial entrepreneur who likes to take calculated risks. Henry is convinced that global warming poses a real threat and that human activity is a major contributing factor to it. Furthermore, he thinks that corporate America needs to offer concrete solutions to global warming and that sustainability could provide a smart opportunity for innovation that Spectrum should embrace as a corporate strategy.

**LEADERSHIP STYLE**  
Henry has a soft spot for loyalty. He & the CFO joined the company about the same time back then. While he often has his disagreements with the CFO's conservative orientation, he would rather let the CFO have his say and way of doing things. This makes Henry to be perceived by some as not being firm.

**STATUS OF ADOPTION**

|           |          |       |          |
|-----------|----------|-------|----------|
| Awareness | Interest | Trial | Adoption |
|-----------|----------|-------|----------|

HENRY ADAMS

Chief Executive Officer

**WHAT DO YOU THINK OF THE EIS?**  
"When there's risk, there will surely be objections. It's all about implementation. No pain, no gain! We have already set the ball rolling with the sustainability initiative. We must leverage this momentum to get more people on the bandwagon."

**DO YOU HAVE ANY OTHER QUESTIONS?**  
"Are you involving Mary in this?" Capitalize on her experience. You will appreciate her input."

**SUPPORTING LEVEL**

|           |          |             |      |
|-----------|----------|-------------|------|
| Adversary | Opponent | Confederate | Ally |
|-----------|----------|-------------|------|

Do you think she has **high or low** relationship with you?

LESLIE HARRIS

VP, Sales & Marketing

**GENERAL INFO**  
Leslie and Mary Gopinath are lunch buddies. Leslie believes that the scientific evidence behind the cause of global warming is solid and feels that an environmental sustainability initiative has considerable promise for Spectrum. Furthermore, Leslie feels that Spectrum's sustainability initiative may help strengthen the company's marketing message for its products and make them more appealing to consumers who believe in the benefit of green products and are willing to pay a premium for them. Leslie feels that Spectrum should move on this initiative and she plans to help it go forward with all the resources at her disposal.

**RECENT ASSIGNMENT**  
Leslie is driving a new market penetration into Asia. She is opening a lot of time out of the country (identifying OEMs and new distributors in China & Indonesia).

**STATUS OF ADOPTION**

|           |          |       |          |
|-----------|----------|-------|----------|
| Awareness | Interest | Trial | Adoption |
|-----------|----------|-------|----------|

LESLIE HARRIS

VP, Sales & Marketing

**WHAT DO YOU THINK OF THE EIS?**  
"We must seize this opportunity to differentiate ourselves from our competitors. I will definitely urge my team to get on board the investment plan. The Steering Committee should announce key milestones & developments so that the whole company can follow its progress. Show everyone some quick wins!"

**DO YOU HAVE ANY OTHER QUESTIONS?**  
"I have said what I have said to Mary. You guys need to have better information exchange!"

**SUPPORTING LEVEL**

|           |          |             |      |
|-----------|----------|-------------|------|
| Adversary | Opponent | Confederate | Ally |
|-----------|----------|-------------|------|

What **basis** do you have to justify your plotting?

WALT JAMES

Director, Information Systems

**GENERAL INFO**  
In his free time, Walt loves to go hunting. He resents the governmental regulations that increasingly limit his freedom to hunt, however, so he has developed a general dislike of the environmental movement. He sees any new sustainability initiative at Spectrum as an unnecessary complication of his MIS responsibility because he will likely have to build new information tracking systems if Spectrum wants to obtain Green Star manufacturing or marketing certifications for any new, environmentally sustainable sunglasses. As a result, Walt plans to only support this initiative if the majority of his coworkers do.

**EMPLOYMENT HISTORY**  
Walt is the newest management member in the company who just joined from a media industry. Coming from a much smaller organization, he finds it challenging to manage the stakeholders.

**STATUS OF ADOPTION**

|           |          |       |          |
|-----------|----------|-------|----------|
| Awareness | Interest | Trial | Adoption |
|-----------|----------|-------|----------|

WALT JAMES

Director, Information Systems

**WHAT DO YOU THINK OF THE EIS?**  
"I guess this is the company's directive from the top. I do not have any problem with it."

**DO YOU HAVE ANY OTHER QUESTIONS?**  
"I am sure there will be more details given out later, right?"

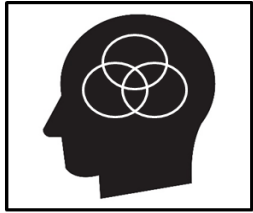
**WILL YOU SUPPORT BY SIGNING UP?**  
"Surely I am not the highest paid person in this company."

**SUPPORTING LEVEL**

|           |          |             |      |
|-----------|----------|-------------|------|
| Adversary | Opponent | Confederate | Ally |
|-----------|----------|-------------|------|

# Module 4: Gaining emotional control

Sample tests of reasoning abilities will be given (not to gauge one's actual reasoning abilities) to participants to have a conceptual understanding of how reasoning play a part in influencing their emotions



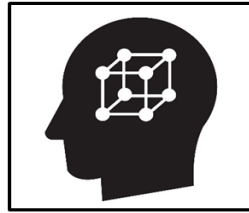
## ABSTRACT LOGIC

Ability to group relevant factors for problem solving.



## LOGICAL PROCESSES

Ability to identify root causes of a problem.



## SPATIAL REASONING

Ability to map out multiple process flows simultaneously.



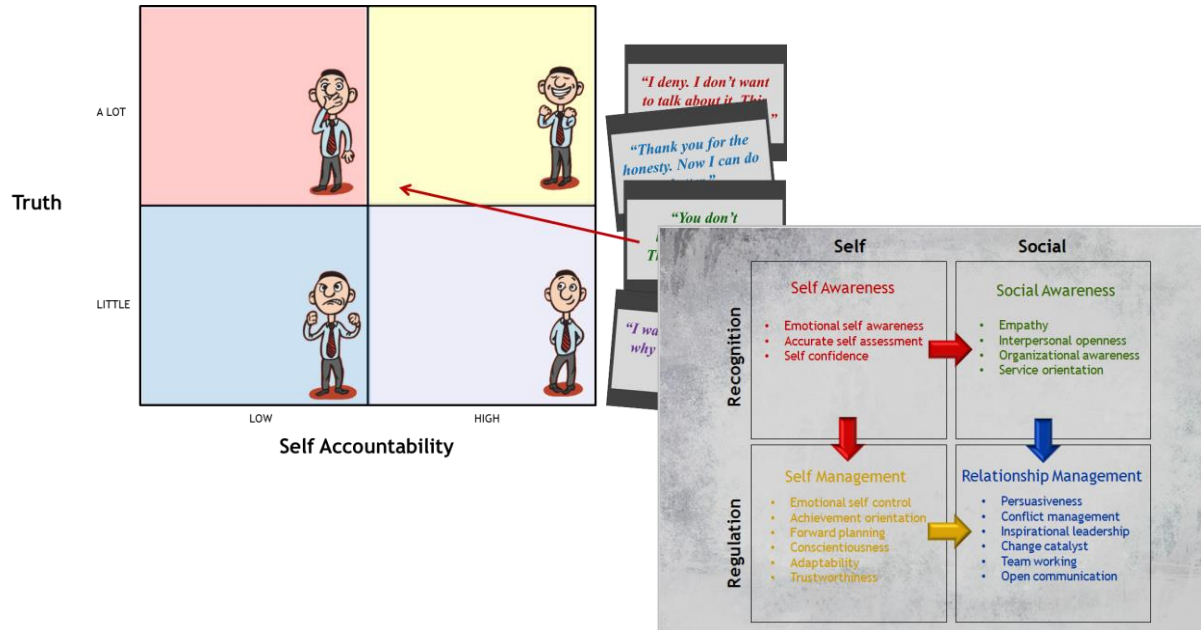
## UNDERSTANDING SOCIAL CONTEXT

Ability to interpret other's intention accurately in a social context.



## NUMERICAL REASONING

Ability to solve problem involving numerical justification.



In Module 4, the following models will be leveraged to gain greater emotional control in handling reactions:

- ☑ **Reasoning Ability.** Participants will learn the implication of the 5 reasoning abilities on their emotions. They will become more aware to take the necessary steps to minimize the undesirable manifestation of outward behaviors.
- ☑ **Giving & Receiving Feedback.** Participants will differentiate responses based on how much truth is found in the feedback and how much accountability is held by the receiver.
- ☑ **Emotional Intelligence.** Participants will differentiate among Self-Awareness, Self-Management, Social Awareness, and Relationship Management to utilize the right leadership focus.

*bringing life to business*

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