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Chapter 2
Achieve Personal Success

Author Chapter Notes

The purpose of this chapter is to introduce emotional intelligence skills, which will be the core of our book. Research has shown people with higher EQ tend to not only be higher achievers, but they also are happier individuals.

Section 1 Learning Objective

1. Understand how emotional intelligence can impact your career success.

Section Notes

- Emotional intelligence is a form of social intelligence that involves our ability to monitor our own and others' feelings. Emotional intelligence (EQ) can improve over time.
- IQ refers to cognitive abilities, and remains stable over a lifetime.
- Research has shown that 90% of high performers at work also show high emotional intelligence skills. Research has also show that EQ is a better predictor of success than IQ.
- Self-awareness refers to the ability to understand how we feel from moment to moment.
- Self-management refers to our ability to manage and control our emotions—which requires self-awareness to identify our emotions first.
- Social awareness is the skill that allows us to understand social cues that may affect others around us. Being able to recognize body language and understand how we affect others are parts of social awareness.
- Relationship management refers to our ability to communicate clearly and maintain good relationships with others.
- Please note the use of graphs in the book and PowerPoint's to describe the aspects of each EQ area.

Key Takeaways

- Emotional intelligence (EQ) is different from intelligence quotient (IQ) in that EQ can help predict career success and can be improved over time, whereas IQ is stable over time.
- Emotional intelligence consists of four main components. Self-awareness is the first. This level of intelligence comprises the ability to understand one's own emotions and reactions to those emotions.

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- Self-management refers to the ability to manage one's reactions and emotions.
- Social awareness refers to one's ability to read body language and social cues to develop positive relationships both professionally and personally.
- Relationship management skills require all of the three mentioned skills. This skill allows us to handle conflict and get along with others.
- EQ is important because the majority of successful people have both appropriate IQ levels for their job and EQ skills.

Exercises and Solutions

1. Reread the opening case. What emotional intelligence issues do you think Lynn will address with Reegan when they meet? If you were Lynn, what recommendations would you make to Reegan?

Answer: Reegan is showing lack of relationship management and social awareness skills. Because she does not work well in teams and seemingly does not seem to engage co-workers, she appears to be lacking in emotional intelligence skills. Reegan should develop self-awareness skills by developing better listening skills, getting to know her co-workers, and being aware of others' body language.

2. Visit http://www.queendom.com/tests/access_page/index.htm?idRegTest=3037 (you do not need to register) and take the 146-question quiz on emotional intelligence, which should take about an hour. Then answer the following questions:
   a. Why do you think EQ predicts more career success than IQ?
   b. What were the results of the quiz? Do you agree with them?
   c. What was the most surprising thing to you about the results? What wasn't surprising at all?
   d. Formulate a plan to improve your emotional intelligence skills, with at least three goals and strategies to reach those goals.

Answer: This test does take an hour or more to accomplish. It is, however, one of the best tests to show students areas where they may be lacking in EQ skills. The advantage to a lengthy test is better results and a clearer picture of what needs to be changed. You can also make this a longer assignment by asking students to write down their EQ goals for the term and help them track their progress throughout the quarter.

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Extra Discussion Question

1. Of the four EQ skills, which do you think is the most important at work and why?

Answer: This is a great question to ask in groups. Although there are no wrong or right answers, getting students to talk about the importance of each of these skills will help solidify their importance in a workplace environment. Go around and ask each group to discuss their results.

Key Terms

emotional intelligence (EQ)

A form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action.

intelligence quotient (IQ)

The measure of intelligence based on a score derived from an intelligence test.

self-awareness

Refers to the ability of a person to understand how they are feeling from moment to moment.

psychological capital

Positive emotions such as hope and optimism which result in higher confidence and resilience.

self-management

Refers to our ability to manage our emotions and is dependent on our self-awareness ability.

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social awareness

Our ability to understand social cues that may be affecting others around us.

relationship management

Refers to our ability to communicate clearly, maintain good relationships with others, work well in teams, and manage conflict.

self-talk

Refers to the thoughts we have about ourselves and situations throughout the day.

Section 2 Learning Objectives

1. Be able to explain strategies you can use for goal setting.
2. Implement personal strategies on how to effectively deal with change.

Section Notes

- Goal setting is part of self-management, an important emotional intelligence skill.
- SMART goals are: specific, measureable, attainable, realistic, and time-oriented. To accomplish goals, each of these aspects should be present.
- A goal is a long-term wish, while an objective is the smaller things that must be done to meet the larger goal.
- A goal would be to earn a degree, while taking this course and earning the credits would be objectives that will help you meet that goal.
- Time management is an important part of goal setting. Some common tips to improve your time management include:
    - Prioritize
    - Avoid multitasking
    - Avoid distractions
    - Make to-do lists
    - Don't overwork yourself—time off is necessary to be most productive
    - Be organized

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    - Know when you work best, for example, in the morning or late at night
    - Don't say yes to everything
    - Find ways to improve concentration
- Things change constantly, including our goals. Being able to deal with change can help us meet our goals.
- People are afraid of change for many reasons. For example, skills or financial loss, status quo is easier sometimes, group norms can prevent us from accepting a change, and leadership is necessary to facilitate change—that is, leadership from the organization but also self-leadership.
- When a change is occurring, everyone goes through a variety of phases including denial, resistance to the change, exploring what the change means to them, and finally, commitment to the change.
- In Lewin's research, he found that there are three phases to change. First, unfreezing, or something to motivate people to change must occur. Next, the change occurs and can be challenging for people. Finally, the new change is accepted and becomes the new normal.

Key Takeaways

- Goal setting is a necessary aspect to career success. We must set goals in order to have a map for our life.
- When we set goals, we should use the SMART goals format. This asks us to make sure our goals are specific, measurable, attainable, realistic, and time-oriented.
- When setting goals, we will also use objectives. Objectives are the shorter-term things we must do in order to meet our goals.
- Time management is also a factor to goal setting. Developing good time management skills can bring us closer to our goals.
- Learning how to deal with change is another way to ensure career success. Many people are adverse to change for a variety of reasons. For example, sometimes it is easier to maintain status quo because we know what to expect. Other reasons may include concern about financial loss and job security, unclear leadership communication, and the existence of group norms.
- Besides attitude and behavior, career promotion means being uncomfortable with possible changes. People resist change because of fear of job security, fear of the unknown, fear of failure, their individual personality, and bad past experience with change.
- Lewin's model suggests three phases of change which include unfreezing, change, and refreezing. These changes indicate that some motivation must occur for the change to happen (unfreeze). Once the change occurs, there can still be discomfort while people are getting used to the new reality. Finally, in the refreezing part, people are beginning to accept the change as the new normal.

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Exercises and Solutions

1. Using the SMART model for setting goals, create at least three long-term goals, along with objectives.

Answer: Obviously, these will vary between students. I do this as an in-class activity, then I give students note cards to transfer their goals. I ask them to fold up the note card small and tell them to put in their purse or wallet—or anywhere they will see it every day. Then I tell students on a daily basis they should review their goals and question how they spend time achieving goals every day.

2. As you learned in this chapter, time management is an important part of meeting goals. Take this time management quiz to determine how well you currently manage your time: http://psychologytoday.tests.psychtests.com/take_test.php?idRegTest=3208. Do you feel the test results were accurate? Why or why not?

Answer: Asking students to take the quiz (should take about 20 minutes) helps them identify where they waste time. It is likely things like video games and Facebook will be the biggest culprits. Stress that these activities can be stress reducers (discussed in Chapter 3), but a balance of work and these leisure activities are important to make sure goals are achieved!

Extra Discussion Question

1. Discuss in groups possible time-wasters. How can these time-wasters be eliminated?

Students will have a variety of answers here. For example, if a student discusses commuting, discuss ways to use that time wisely, such as listening to books. If you have access to flip charts or a board, you can ask students to write time-wasters in one column, then ask them to write possible solutions in the next column.

Key Terms

SMART goals

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A strategy to use when setting goals; includes goals being specific, measureable, attainable, realistic, and time-oriented.

objectives

The shorter-term goals we must do in order to accomplish our bigger goals.

time management

Refers to how well we use the time we are given.

Section 3 Learning Objective

1. Understand how continuous learning can help you achieve career and personal success.

Section Outline

- Continuous learning is the process of constantly trying to update skills and learn new ones.
- Being able to do this shows high self-management and self-awareness, as knowing our strengths and weaknesses and then trying to improve upon them is important part to career success.
- Continuous learning tends to make us happier people! Updating our skills keeps us fresh in our careers and can help us to become more successful.
- Unlearning is an important part of continuous learning, in that sometimes we have to unlearn old ways of doing things to become successful at a new way of doing something.
- Having self-awareness and self-management skills can help us to develop a continuous learning plan. For example, we can identify what we want to learn, what time frame we want to learn it, and identify methods to do so. Note, this is relating to our ability to change—which helps us grow.

Key Takeaways

- *Continuous learning* is the process of learning new things to enhance yourself, professionally and personally.
- Continuous learning can help increase personal happiness and career success.

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- One can engage in continuous learning by taking seminars, workshops, reading, working with a mentor, attending conventions, socializing, and traveling.
- Some organizations, such as the Department of Fish and Wildlife, make continuous learning a part of leadership career pathways.

Exercise and Solution

1. What new skills would you like to learn? Write down at least five new skills that you would like to learn personally. Then, write down five new skills you would like to learn for your career. Then, identify all of the options that can help you develop these new skills.

Answer: This question will vary greatly from student to student. Look for specific and measureable aspects to how the student plans to learn the new skills. Are there dates and times attached? Has the student done the research to find ways to improve these skills, such as specific seminars or classes?

Extra Discussion Question

1. How can continuous learning benefit the organizations we will work for?

Answer: Most employers appreciate the abilities of individuals, which is why they were hired in the first place. With new technology, the skills today may not be the ones used one year from now. As a result, constant updating of skills is necessary. In addition, if we learn new skills for pleasure, for example learning how to make pottery or learning how to fish, our personal lives will be more enriching, which makes us happier and therefore, more motivated at work. Learning new skills also makes us interesting to others and allows us to have richer conversations with people we work with.

Key Term

continuous learning

Involves the process of constantly trying to update skills and learn new ones.

Chapter Exercise Notes and Solution

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Overall, do you feel like you use your time wisely? Please think about the ways you have spent your time over the last week. Write down the amount of time you spend doing the following things on an average week:

- Human needs activities (sleeping, cooking, and eating):
- School-related activities:
- Activities geared toward my specific long- and short-term goals:
- Transportation (commuting) activities:
- Continuous learning:
- Facebook, Twitter, other social media, or texting:
- Time-wasting activities:
- Activities for stress management:

1. When you look at how you spent your time, are there any areas where you could manage your time better?
2. Are there any areas you feel like you are spending the perfect amount of time doing?
3. What strategies do you need to implement to manage time better?

This exercise asks students to develop self-awareness skills—including those things they may spend too much time doing. When giving this assignment, note to students that being able to manage time effectively is both a self-awareness and self-management skill. When grading this assignment, look at the specific strategies students identified and provide feedback on the level of detail. For example, is the strategy realistic and implementable?

Useful Outside Resources

43 Things: http://www.43things.com/
This website is a great way for students to keep track of goals online.

Time Management: http://www.mindtools.com/pages/main/newMN_HTE.htm
I like this website for a variety of time-management tools.

Daniel Goleman, EQ researcher website: http://danielgoleman.info/topics/emotional-intelligence/

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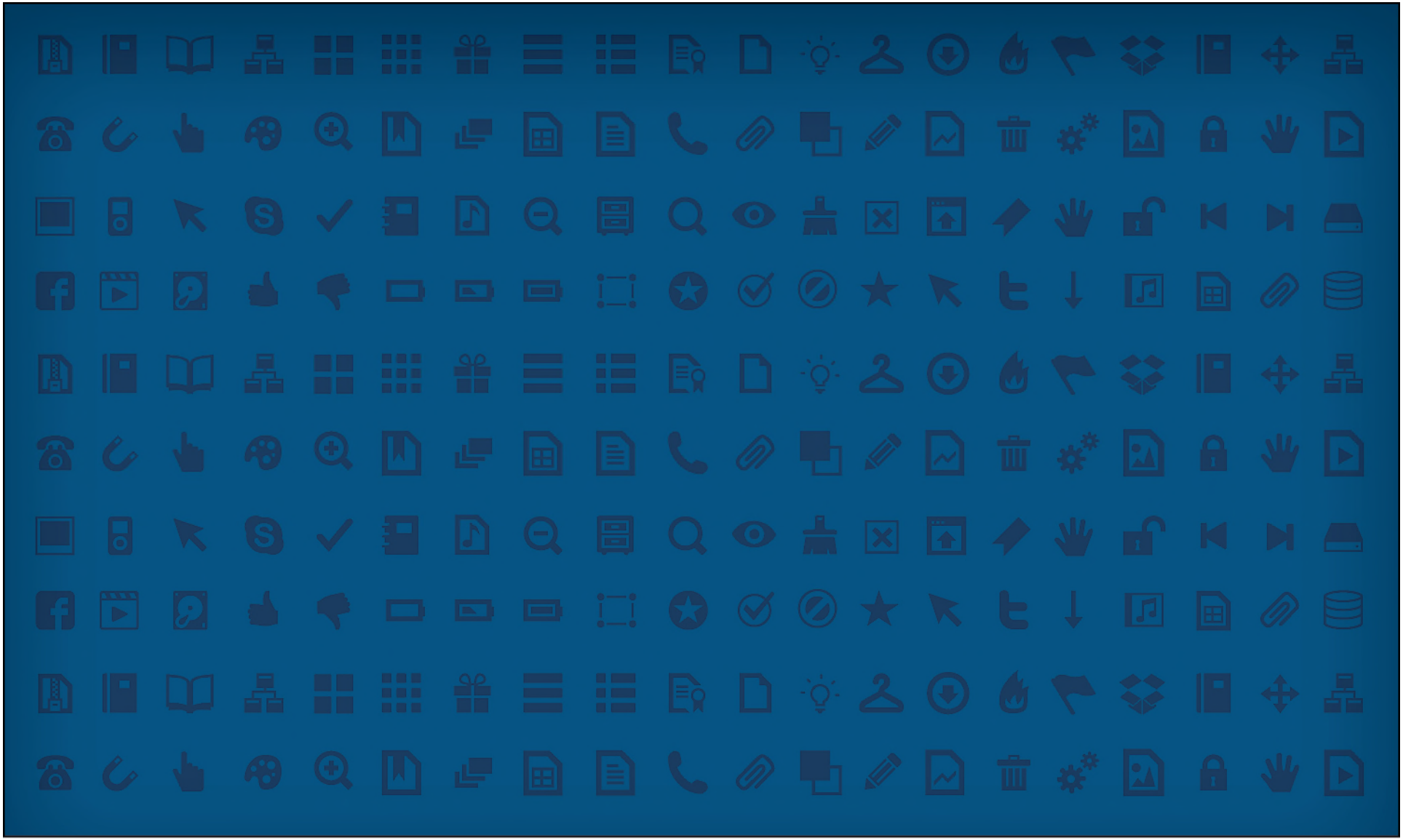

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By Laura Portolese

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Chapter 2

Achieve Personal Success

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Learning Objective

1. Understand how emotional intelligence can impact your career success

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Emotional Intelligence

- What is emotional intelligence?
- Emotional intelligence versus IQ

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Emotional Intelligence

- Components of EQ
  - Self-awareness
  - Self-management
  - Social awareness
  - Relationship management

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Emotional Intelligence

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Emotional Intelligence

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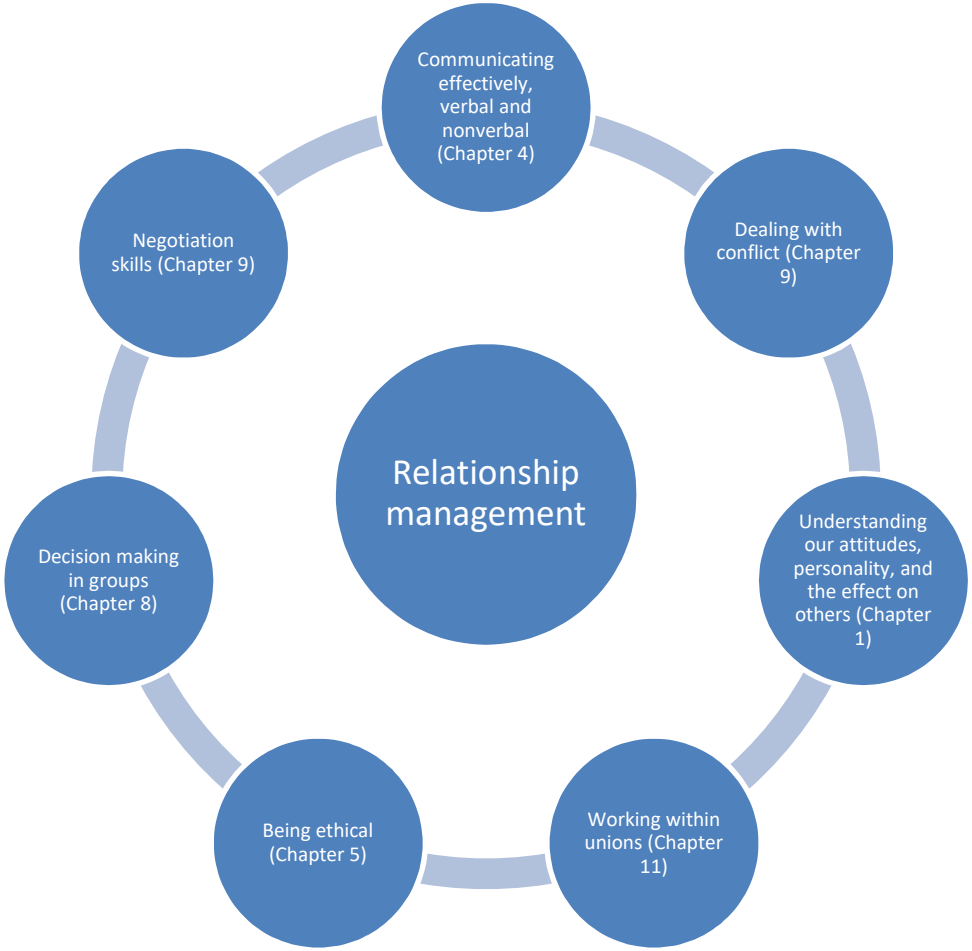
Emotional Intelligence



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Learning Objectives

1. Be able to explain strategies you can use for goal setting

2. Implement personal strategies on how to effectively deal with change

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Goal Setting

- Goal setting and self-management skills

- SMART Goals
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Time oriented

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Goal Setting

- Goals and objectives
  - Differences
  - Examples

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Time Management

- Time management
  - This is an important part of goal setting
  - Tips for better time management

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Dealing with Change

- Why is change important?
- Why do people fear change?
- The phases of change
  - Denial
  - Resistance
  - Exploration
  - Commitment

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Dealing with Change

- Lewin's Model on Change
  - Unfreezing
  - Change
  - Refreezing

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Learning Objective

1. Understand how continuous learning can help you achieve career and personal success

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Continuous Learning

- Continuous learning
  - It is the process of constantly trying to update skills and learn new ones.
  - Why?

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Continuous Learning

- Unlearning
- Developing a plan for continual learning

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