DANIEL GOLEMAN

EMOTIONAL INTELLIGENCE COURSES

Learner's Guide: Self-Paced Foundational Skills 2

v.1.0

DANIEL GOLEMAN
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Dear Daniel Goleman Emotional Intelligence Course (DGEIC) Learner,

Congratulations on making this decision to deepen your emotional intelligence (EI) practice.

We're honored and excited to be part of your journey!

To help you synthesize and apply the learnings, we've created this Learner's Guide. It includes an overview of the **Self-Paced Foundational Skills 2** of Emotional Intelligence course—along with a breakdown of how each module is structured, the material covered in each competency, and best practice tips to optimize your experience.

Please note: The Competence Model on page three of this Learner's Guide features the 12 essential competencies in Dr. Goleman's EI model. This self-paced course will only cover the **Self-Paced Foundational Skills 2** portion: **Empathy, Adaptability,** and **Positive Outlook**.

We hope this helps you navigate and streamline your journey as you progress through cultivating the **Foundational Skills 2** that are part of Dr. Goleman's EI model and flagship training.

(Once you complete this **Self-Paced Foundational Skills 2** Course, you will have the option of enrolling in **Relational Skills 1,** and **Relational Skills 2** of EI.)

Thank you for investing in a deeper understanding of yourself, your relationships, and the systems you engage in. If you have questions or if we can support you in any way, please contact us at courses@keystepmedia.com.

With gratitude,

The Team at Key Step Media and DGEIC

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Emotional intelligence refers to a different way of being smart. EI is a key to high performance, particularly for outstanding leadership. It's not your IQ, but rather it's how you manage yourself and your relationships with others.

*—**Daniel Goleman**, Crucial Competence: Building Emotional and Social Leadership*

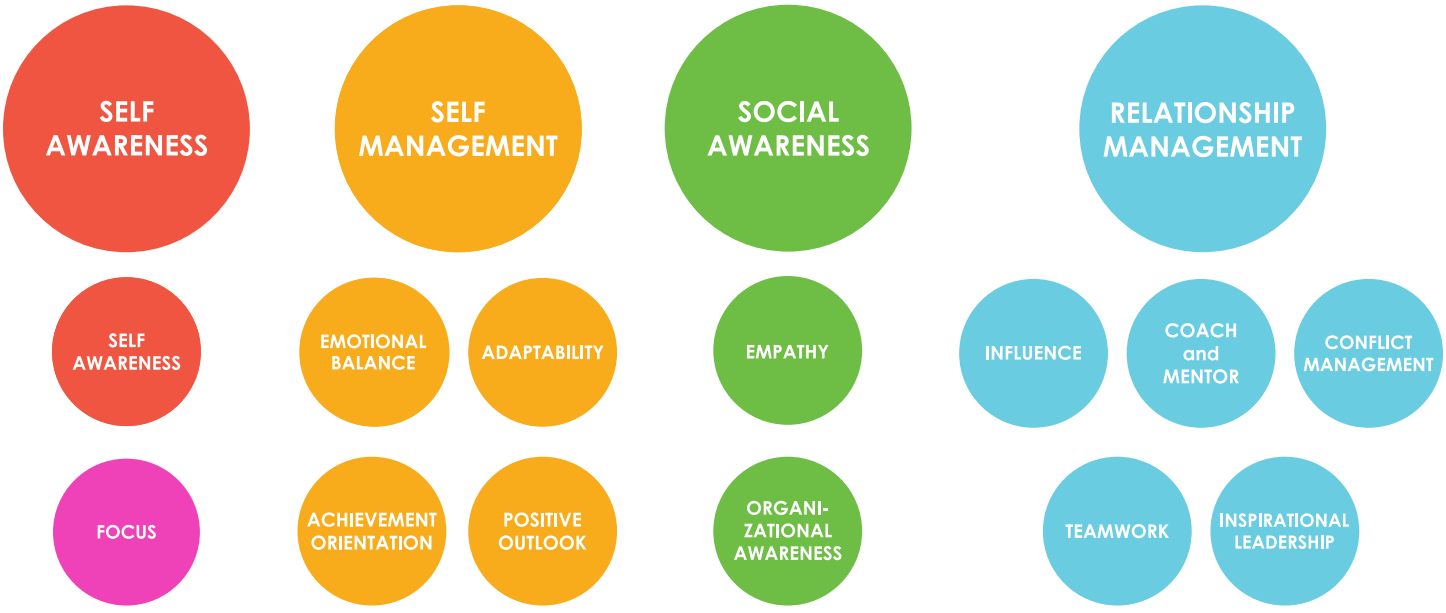
What is Emotional Intelligence?

This is one of the most frequently asked questions that Daniel Goleman, psychologist and author of the *New York Times* bestseller *Emotional Intelligence: Why It Can Matter More Than IQ* gets from his audience.

A Competence Model

Dr. Goleman's model of emotional intelligence (EI), developed with Dr. Richard Boyatzis, is a competence model. What is a competence? A competence is a skill needed to perform a role or task. There are two types of competency: **Threshold Competencies** and **Distinguishing Competencies**. Threshold Competencies are the minimum one needs to handle the cognitive complexity of a given task. Distinguishing Competencies are those traits found in the highest performers that set them above the average. Dr. Goleman and Dr. Boyatzis analyzed the internal competency models of dozens of organizations to identify Distinguishing Competencies common to all, and built their model of emotional intelligence from that data.

There are **four domains and 12 competencies** in this model of EI.



For The Daniel Goleman Emotional Intelligence Courses, we've swapped out the **Achievement Orientation** competency with **Focus**.

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Course Structure and Nomenclature

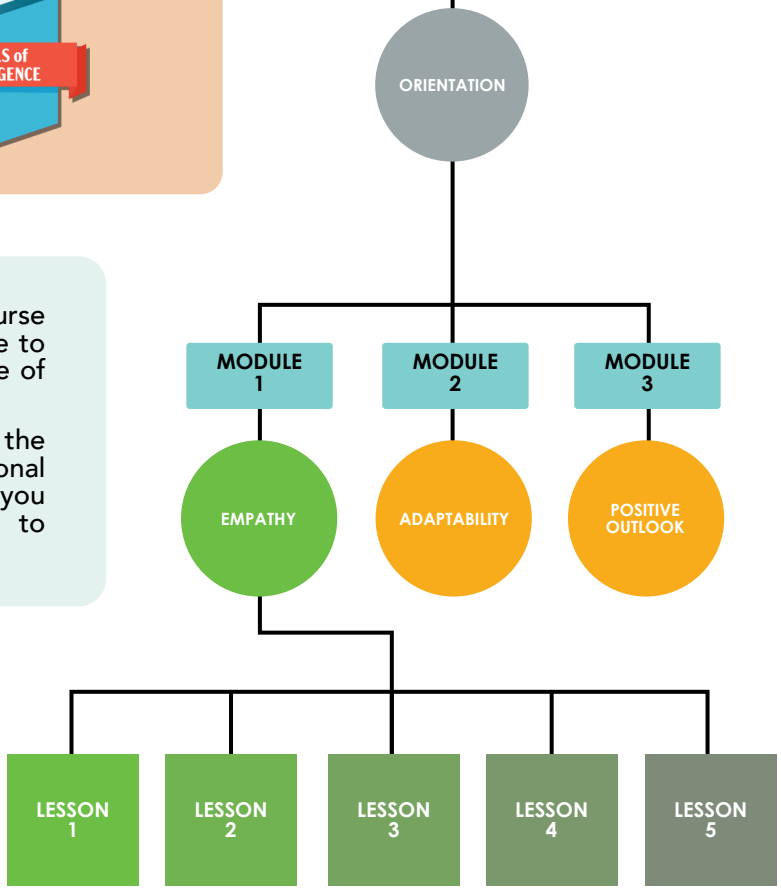
Course (~10 Hours per Course): There are four self-paced courses in the **Daniel Goleman Emotional Intelligence Courses** suite:

- **Foundational Skills 1**
- **Foundational Skills 2**
- **Relational Skills 1**
- **Relational Skills 2**

You will need to complete parts 1 and 2 of Foundational Skills, and parts 1 and 2 of Relational Skills to earn their respective Credly badge.

Module (~200 minutes per Module): Each course has three modules and an Orientation Module to familiarize you with the platform and structure of the courses.

Each Module focuses on developing one of the skills in Dr. Daniel Goleman's emotional intelligence model. Each module should take you approximately 3 hours and 20 minutes to complete.



Lessons (~40 minutes per Lesson): Each module consists of five lessons, plus an overview, each of which will take you approximately 40 minutes to complete. Some lessons may ask you to engage at multiple points in the day.

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Setting Expectations: Practice, Practice, Practice!

Commit to daily practice

Similar to physical health and fitness, learning the concepts of emotional intelligence will only take you so far. The real growth only happens through application and behavior change. These courses are meant to be regularly consumed and easily digestible. The small dose of learning, practice, or reflection shouldn't take long each day and consistent practice in even these small increments can have a massive impact on our growth over time. You will get what you give in these courses. It is not designed to be a passive learning experience. It requires active engagement to get the most value in your own life.

Be a Force for Good

Emotional intelligence works best when it is used in service of a higher purpose. Consider the broader impact that you can have on the people in your life and tap into your desire to be of benefit as motivation to inspire your practice.

Focus on the lifelong journey

Be patient with yourself. Everything in your life may not change from a single course, but you can be confident that if you stick with it for the long run, the effects are truly transformative. Don't worry about trying to remember everything you learn about. Focus on the parts that are most relevant for you and trust yourself to get what you need from the experience.

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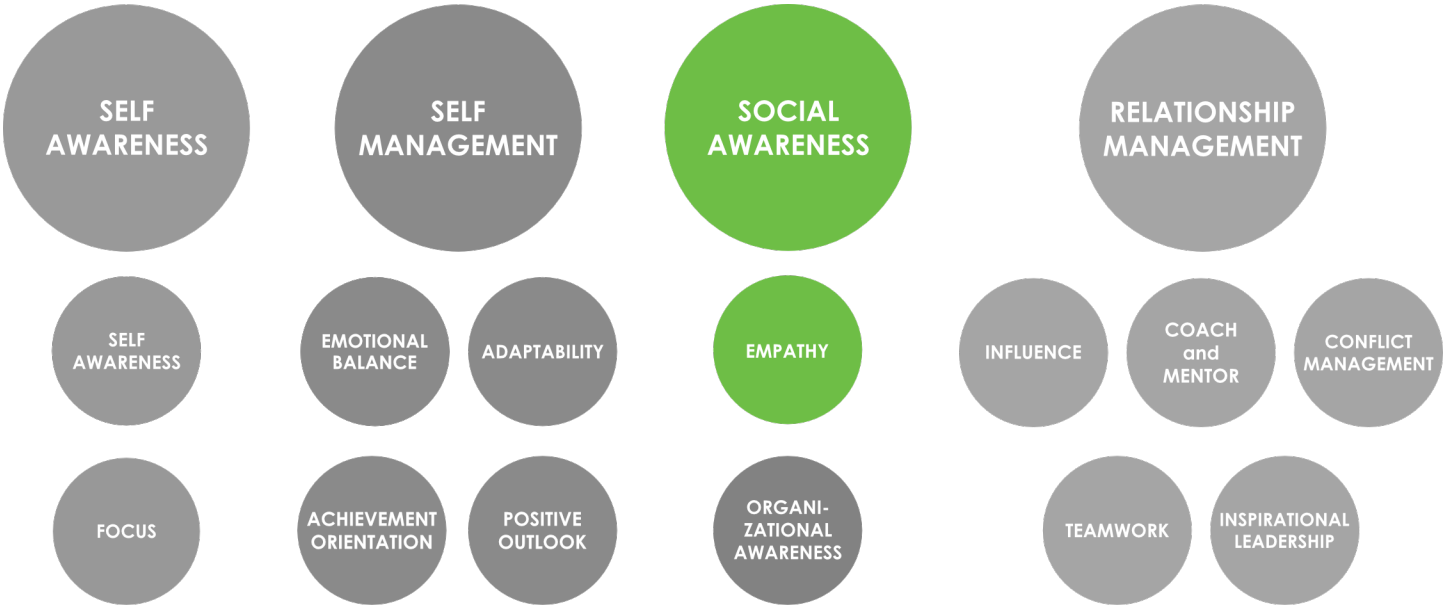
Lesson 4: Empathy



Empathy (in the domain of Social Awareness) means you can sense others' feelings and how they see things. You take an active interest in their concerns. You pick up cues to what's being felt and thought. With empathy, you sense unspoken emotions. And you listen attentively to understand the other person's point of view.

Empathic leaders can get along well with people of different backgrounds and cultures and express their ideas in ways others will understand. It doesn't mean psyching out the other person so you can manipulate them, but rather, knowing how best to collaborate with them.

If you find your most profound joy, and most formidable challenges, in relationships, this lesson can help you boost the joy you experience and turn your challenges into opportunities for healing and growth.

Lesson Roadmap:

- **Lesson 1: Learn about the three types of empathy.**
- **Lesson 2: Explore times you've received empathy and how it works neurologically.**
- **Lesson 3: Extend empathy to yourself.**
- **Lesson 4: Forge deeper connections with others through human moments.**
- **Lesson 5: Reflect on what you've learned.**

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Key Points: Empathy

- The empathy competency allows you to consider others' perspectives, sense their feelings, and take an active interest in their welfare. This reflects the fact that there are three types of empathy: cognitive, emotional, and empathic concern.
    - **Cognitive:** we understand the perspectives of others.
    - **Emotional:** we understand how others feel.
    - **Empathic Concern:** we care about others and take action to help them if needed.
- Cognitive empathy can be strengthened by working to better understand the rules of social engagement and common emotional reactions.
- Good leadership requires the ability to feel the full range of human emotions and to be able to offer and receive compassion.
- Empathizing with another person activates our brain's salience network, enabling us to experience our compassion first-hand.
- When we take responsibility for forgiving and caring for ourselves, the compassion we extend to others also becomes more genuine.
- The human moment combines physical presence with mutual attention. The result is empathy and rapport.
- Making sure people feel heard and cared about creates rapport, which is critical to relationships throughout our lives.
- Research has shown that people who spend time each day wishing well to themselves and others foster a greater sense of ease, kindness, and well-being for themselves.

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Key Practices: Empathy

Well-Wishing Practice: In this practice, you'll extend feelings of goodwill to yourself and to others. Humans have evolved to have an emotional attachment to our family and friends. This Well-Wishing practice will help you expand that circle of compassion to accompany others, even people you don't always get along with. Being able to extend empathy and compassion to others is a key element of emotional intelligence.

Bring Empathy to Yourself: Small Steps Many Times: An important component of empathy is kindness to one's self. Our capacity to learn and grow requires forgiving our own mistakes, and honing a growth mindset open to change and new opportunities. In this practice you'll identify those instances where you've been self-critical. When you find your internal monolog drifting towards the negative, you'll practice recognizing and labeling those thoughts with the goal of extending the compassion you have for others to yourself.

Deepen Your Connections: Cultivate Human Moments: In this practice you'll develop active listening skills, and work to build an empathic connection to another. How do you respond to someone else's joy? How do you respond to someone's hurt? What does that feel like in your body? Just as you've learned to recognize the physical sensations of emotional responses in yourself, you'll learn to recognize those signals when reacting to others' expressions of emotion.

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Notes: Empathy

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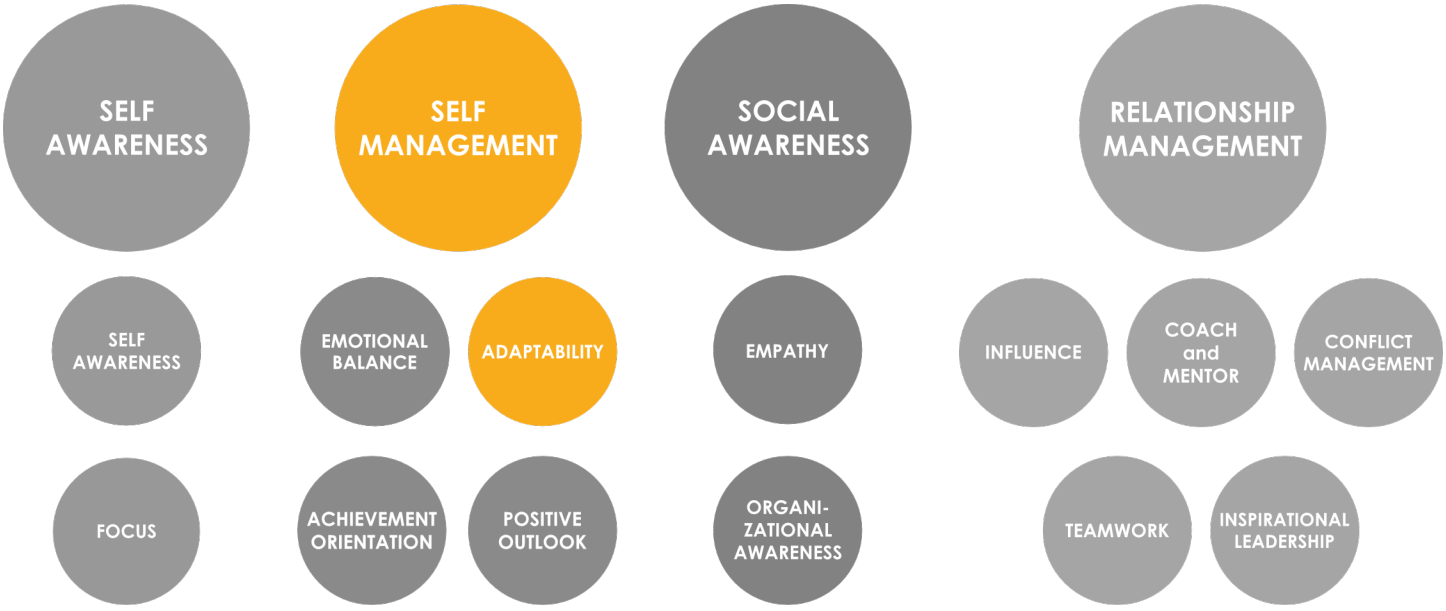
Lesson 5: Adaptability



Adaptability (in the domain of Self-Management) is flexibility in handling sudden change and juggling multiple demands—nimbly adjusting to new situations with fresh ideas and innovative approaches.

As an adaptable leader, this competence can help you (and your team) stay focused on your goals but easily adjust how to get there.

Lesson Roadmap:

- **Lesson 1: Settle your mind.**
- **Lesson 2: Embrace uncertainty.**
- **Lesson 3: Examine your beliefs.**
- **Lesson 4: Find a positive perspective on change.**
- **Lesson 5: Reflect on what you've learned.**

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Key Points: Adaptability

- Adaptability means having flexibility in handling changes, juggling multiple demands, and navigating new situations with innovative ideas and approaches.
- Adaptability is the strongest predictor of strengths in all of the other EI competencies.
- Taking mindful walks can be especially helpful if you feel restless, agitated, or unable to settle your mind.
- The ability to notice and identify when you're being rigid, and self-correct it, can transform your leadership abilities for the better.
- Adaptability is at the heart of the ability to innovate and adjust in any environment. In recent studies, adaptability is a key differentiator of effective leadership in highly tumultuous industries.
- Adaptability enables us to see change as positive.

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Key Practices: Adaptability

Contemplative Aerobics: A current body of literature suggests that a mindfulness practice coupled with aerobic exercise may actually strengthen neural pathways key to emotional balance, adaptability, and resilience. In this practice, you'll engage with physical activity with the goal of keeping your focus on an anchor of a physical sensation or sound. As you move through the world, notice as your attention drifts, and with kindness return it to your anchor. Over time, this lifting and returning of attention will become more natural.

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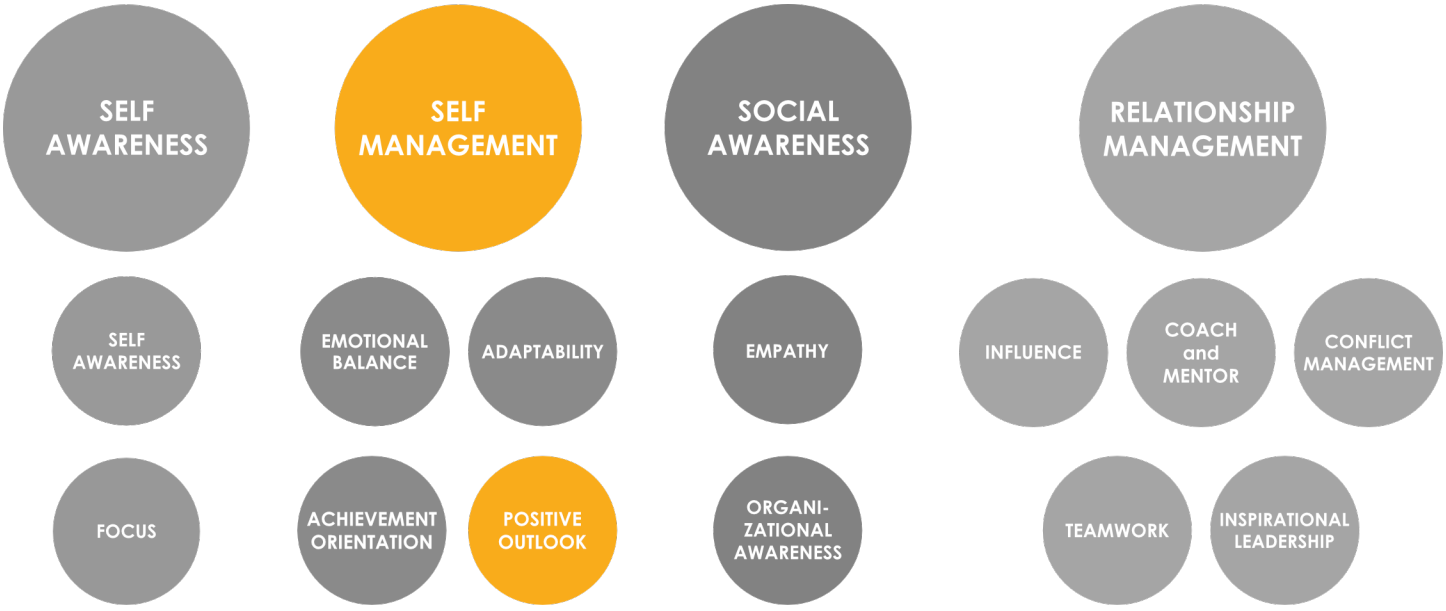
Lesson 6: Positive Outlook



Positive Outlook (in the domain of Self-Management) is the ability to see the best in people, situations, and events. This competency has great value in leadership, as it is proven to build resilience, set the stage for innovation and opportunity, and facilitate greater performance and outcomes.

With a positive outlook, you can strengthen your ability to maintain focus despite the challenges that inevitably accompany growth and change—cultivating a glass-half-full perspective that leads you to believe changes in the future will be for the better.

Lesson Roadmap:

- **Lesson 1: Express gratitude.**
- **Lesson 2: Find the positive.**
- **Lesson 3: Evaluate your positivity.**
- **Lesson 4: Disrupt negative self-talk.**
- **Lesson 5: Reflect on what you've learned.**

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Key Points: Positive Outlook

- Positive outlook is the ability to see the best in people, situations, and events. It means persistence in pursuing goals despite setbacks and obstacles.
- Replaying negative thoughts over and over in your head does more than make you unhappy in the moment. Research shows such ruminating rewires your brain to make it easier for you to think negative thoughts in the future.
- Focusing on the positive can build your capacity to see the surrounding good.
- Researchers have found the practice of intentionally recalling things that go well helps prime the brain for optimism.
- With a positive outlook, you actively train yourself to think about the positive: what is working, what you appreciate in other people. In that way, you start, little by little, to be drawn to the positive with less effort.
- People who frequently experience and express positive emotions are more resilient, more resourceful, more socially connected, and more likely to function at optimal levels.
- 80% of people focus on what's wrong, what's not working, or what's failing. In order to be an inspiring and influential leader, you need to learn how to see opportunity even amid challenging situations.
- Good feelings spread in a group often; the most powerful manifestation of this is from the leader outward. This creates a positive emotional environment, which, in turn, enhances moods, work climate, and employee effectiveness. This is called emotional contagion.

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Key Practices: Positive Outlook

Three Good Things:

Our brain, and our capacity to look on the bright side, is like a pump: it requires a bit of priming from time to time. One way to build our capacity towards optimism is to recount events in your life that went well. Over the course of your day, recount three things that went well, how they made you feel, and how you physically experienced that emotion in your body. They can be big things (I got a promotion!) or small things (I bumped into a friend and met their new dog.). Research shows that even the act of remembering the good things in your life may increase happiness.

Visualizing Success: Look on the Bright Side:

Over the course of your day, when you face an obstacle or setback, practice looking at it from a wider point of view to spot potential upsides. Over time, as you practice this, you'll find it easier to spot the upsides, and start recognizing setbacks as potential growth opportunities.

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Notes: Positive Outlook

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