



DANIEL GOLEMAN

EMOTIONAL INTELLIGENCE COURSES



Learner's Guide: Self-Paced Relational Skills 2

v.1.0

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 Relational 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 Relational Skills 2** portion: **Conflict Management, Teamwork, and Inspirational Leadership.**

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

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



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**.

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.

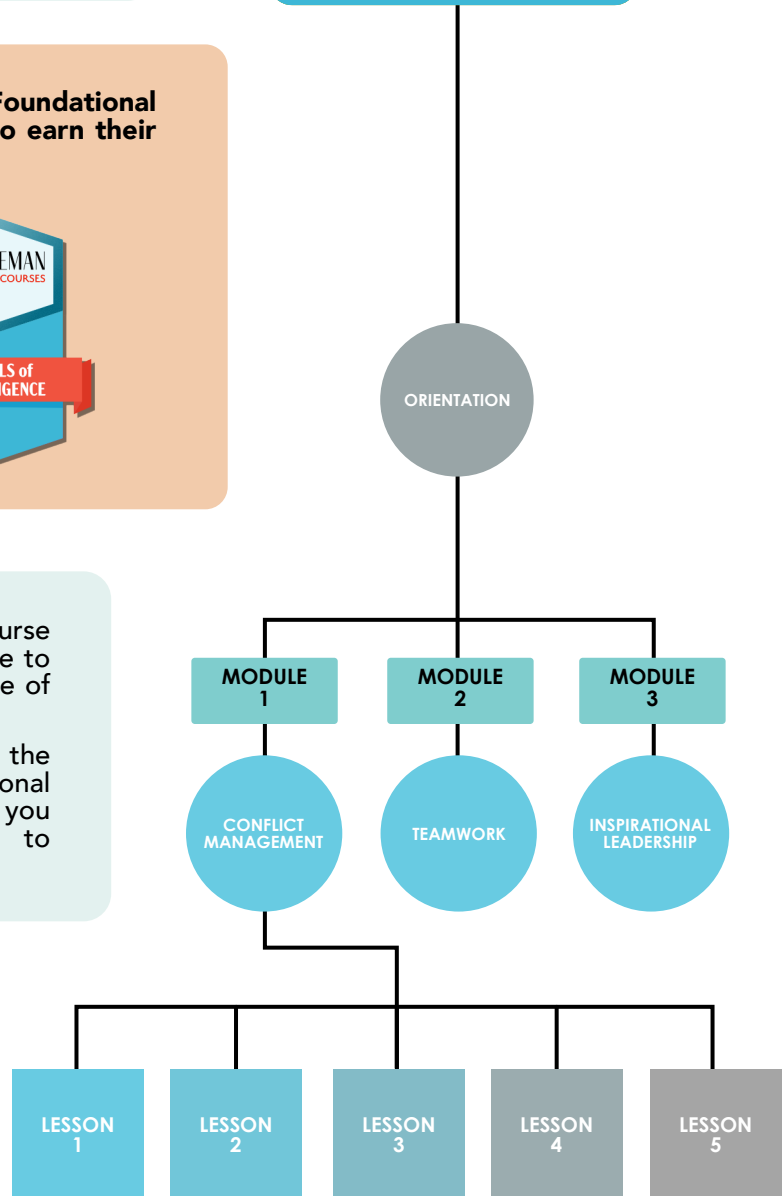


Module (~200 minutes per Module): Each course has three modules and an Orientation Module to familiarize you with the platform and structure of the courses.

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.



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.

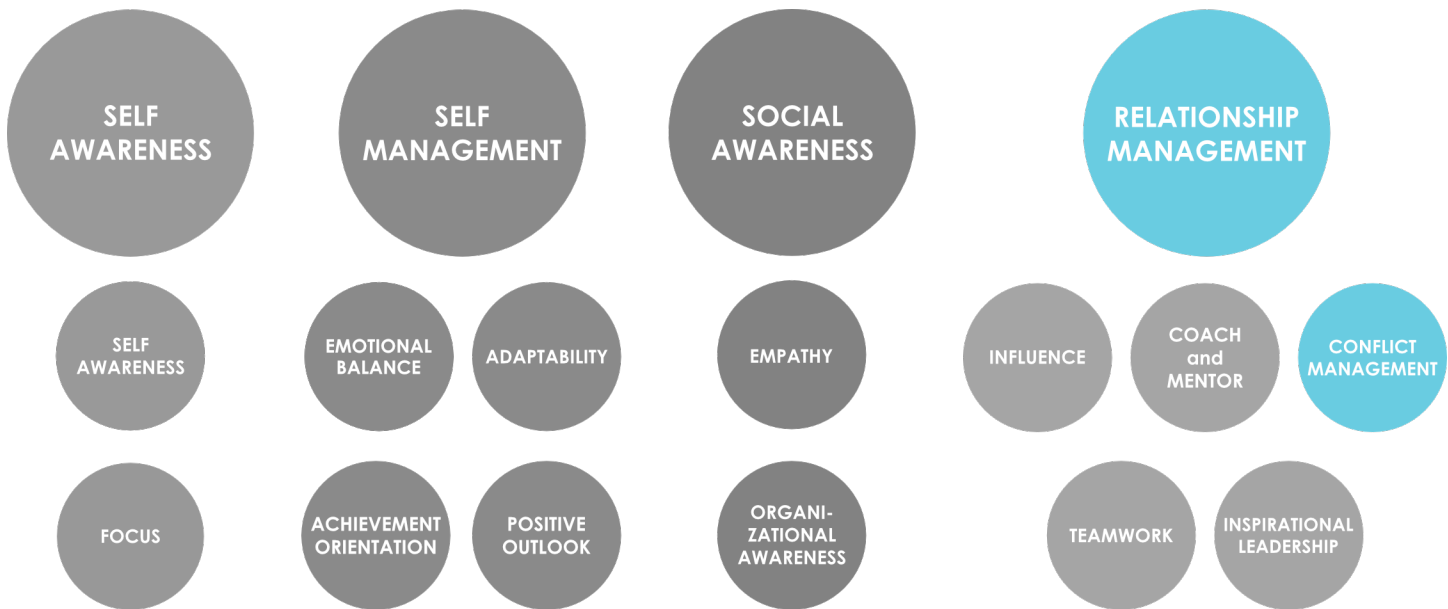
Be a Force for Good

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.

Lesson 10: Conflict Management



Conflict Management (in the domain of Relationship Management) means the ability to help others through emotional or tense situations, to tactfully bring disagreements into the open and to define solutions that everyone can endorse. Leaders who take time to understand the different perspectives work toward finding a common ground on which everyone can agree. They acknowledge the views of all sides, while redirecting energy toward a shared ideal, or an agreeable resolution. Clearly being able to manage conflict matters for leaders. But that doesn't mean convincing other people that yours is the correct opinion. There's a difference between winning and effectively managing conflict.

If you have studied conflict management or had training in it, chances are you focused mostly on things like having difficult conversations, negotiation, and the like. Training focused more on relationship management skills, though useful, neglects the critical role self-awareness and self-management play in healthy conflict management. In this lesson, you will learn and experiment with the integration of several EI skills, including emotional self-awareness and emotional balance, to handle conflict skillfully, with less tension and more positivity.

Lesson Roadmap:

- **Lesson 1: Identify your conflict style.**
- **Lesson 2: Manage your stories about others and identify the types of conflict you have experienced.**
- **Lesson 3: Assess the conflict with empathy.**
- **Lesson 4: Explore your options for resolution.**
- **Lesson 5: Reflect on what you've learned.**

Key Points: Conflict Management

- The conflict management competency means you help others through emotional or tense situations, tactfully bring disagreements into the open, and define solutions everyone can endorse.
- Self-awareness and self-management play a critical role in healthy conflict management. They can enable us to manage our baggage and stories so that we can effectively communicate with others in conflict. When we become aware of emotions and the baggage and stories they trigger, we realize the extent to which we are working from assumptions without evidence.
- High-performing teams discuss conflict directly and that leads to better emotional health, higher team satisfaction, and better business results.
- Research on mindfulness and Emotional Intelligence reveals that leaders who could bring real-time self-observation into their interactions were less emotionally reactive and were able to stave off potential disputes earlier.
- Pay attention to how you typically manage conflict. Whatever your personal tendency—either to avoid or seek it—will factor into successful self-management strategies.
- Our interpretation of events impacts our ability to deal with conflict successfully. If we replace negative stories with noble stories, we will have greater rapport with others and move from an adversarial stance to a collaborative one.
- To shift a negative position you may hold, identify specific things you value or respect about someone with whom you are in conflict.
- A conflict can fall into multiple categories: relationship, task, process, and status.
- Empathy and perspective taking are critical tools in conflict management.
- You always have choices about how to respond when there is a disagreement: you can do nothing, deal with it directly, deal with it indirectly, or leave the relationship or situation.
- Be conscious of how you choose to resolve conflict, either by letting it go, addressing it directly or indirectly, or exiting the relationship.
- It can be helpful to mentally plan for a tense discussion, and consider an optimal time and location for it to occur.
- Conflict handled well is a positive indicator of strong relationships, teams and healthy organizations.

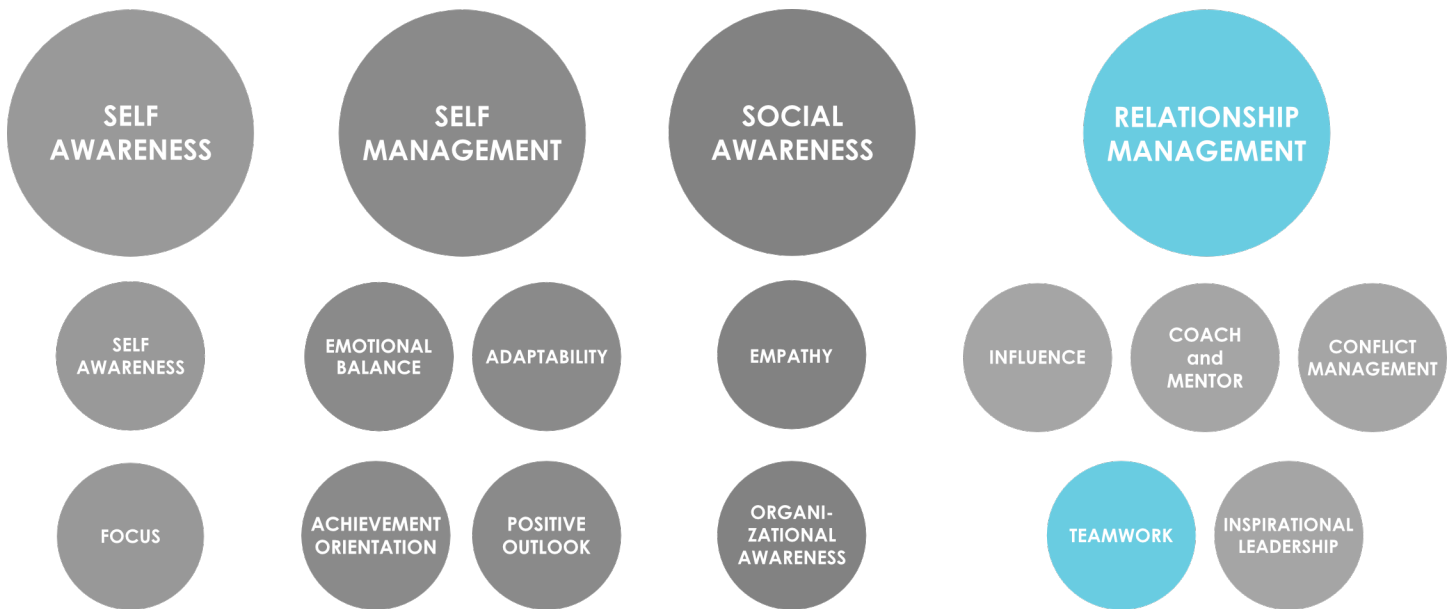
Key Practices: Conflict Management

Mindful Pause: There are two key components in the brain at play in conflicts: the prefrontal cortex, and the amygdala. The prefrontal cortex is in charge of executive functions: behaviors based upon reason. The amygdala controls those instincts related to survival: fight or flight. When the amygdala is triggered, it overrides the prefrontal cortex leading to more compulsive, irrevocable actions. This practice of taking a Mindful Pause allows the prefrontal cortex time to recover so that your actions are more measured. It leans upon techniques learned in self-awareness and emotional balance: recognizing the physical sensations of emotion in the body (interoception), and being able to temper that emotional hijack. When you find yourself in a confrontation with someone, notice that change in your emotional state, and take a moment to step back, and consider your response. Over time, your brain will recover more quickly from emotional hijacks, and you'll be able to manage conflicts more productively.



Notes: Conflict Management

Lesson 11: Teamwork



Teamwork (in the domain of Relationship Management) is the ability to work with others toward a shared goal, participating actively, sharing responsibility and rewards, and contributing to the capability of the team. You empathize and create an atmosphere of respect, helpfulness and cooperation, you can draw others into active commitment to the team's effort. Leaders skilled at the teamwork competence build spirit, positive relationships, and pride of identity at being on the team. And it's not just teams. This competence holds the key to collaboration of any kind.

As you complete this module, we recognize that depending on your role, there may be some aspects of creating a top-performing team that you have a limited ability to influence. If you aren't the formal leader of the team, that's okay—start with yourself and your role as a team member. You may discover you are able to discreetly “push” toward a more positive team culture by your example. Research suggests that the most influential person on a team is not always the leader. And, if you do have a formal leadership role, we'll occasionally point out team activities that you may be able to facilitate.

Lesson Roadmap:

- **Lesson 1: Extend kindness to others.**
- **Lesson 2: Explore effective teams.**
- **Lesson 3: Build trust.**
- **Lesson 4: Bring empathy to communication.**
- **Lesson 5: Reflect on what you've learned.**

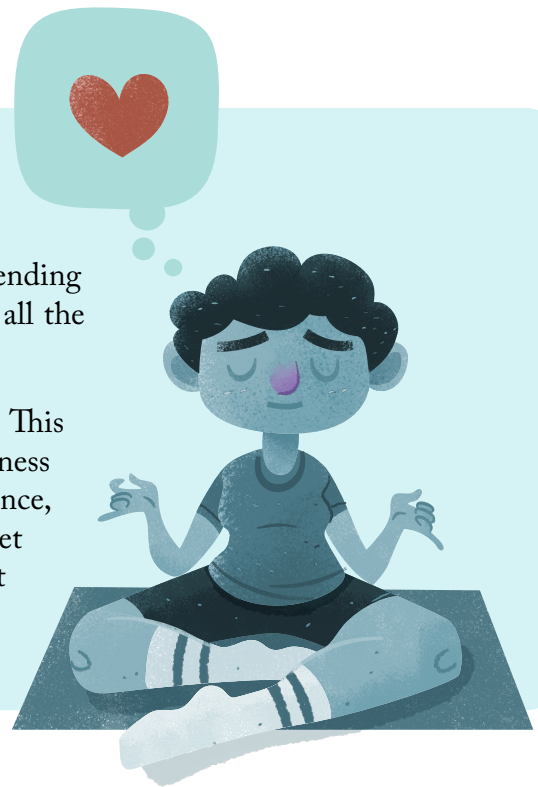
Key Points: Teamwork

- Teamwork is defined by cooperative, rather than separate, or competitive, work. It also includes working toward common objectives and taking ownership of both positive and negative outcomes.
- Intentional or not, teams create and reinforce norms, or habitual ways of operating.
- The best way to learn about a great team is to be on a great team; failing that, to be coached by someone with that experience.
- Foundational to successful teamwork is creating a climate of trust and psychological safety.
- You can build trust and safety by focusing on others and developing empathy.
- Once you develop empathy, your team will be able to work more cohesively and successfully together.

Key Practices: Teamwork

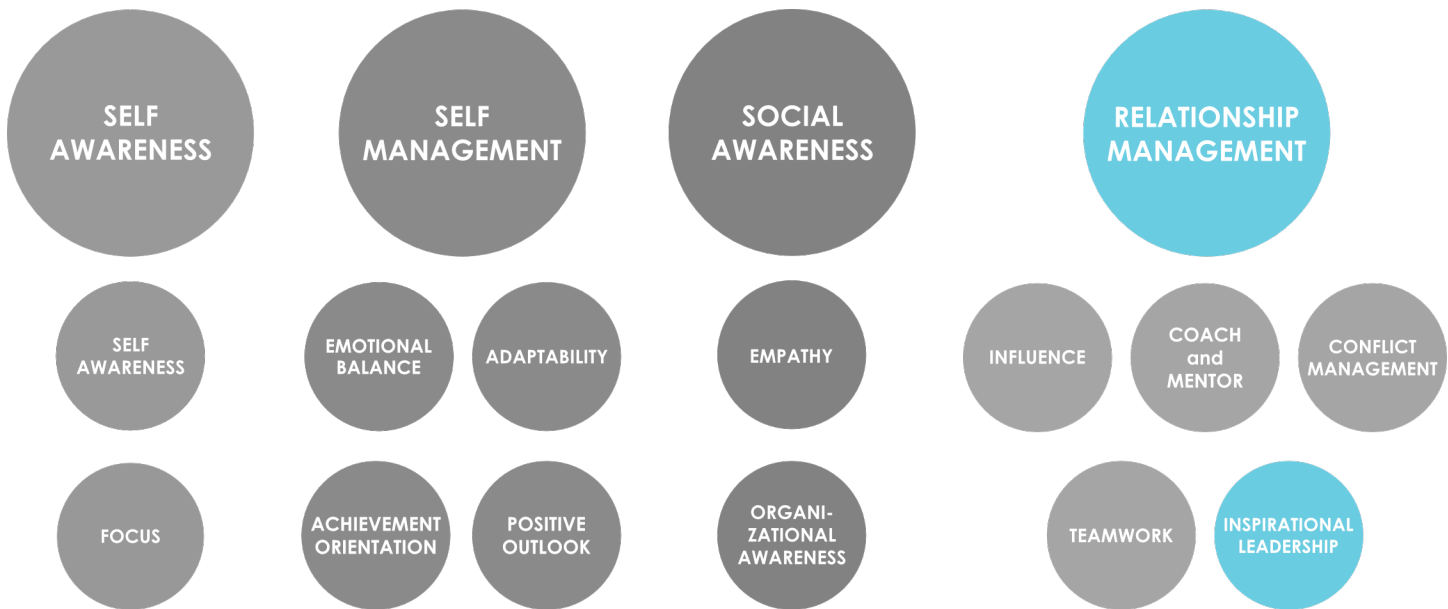
Just Like Me: Trust is a key component to teamwork. Just Like Me is a practice used to build empathy with others. Being able to place yourself into someone else's proverbial shoes is an important part of building trust in a team. You will practice extending others the same kindness you extend to yourself by emphasizing all the ways in which this person shares experiences with you.

Study Great Teams: What's the Recipe for Great Teamwork: This exercise builds upon lessons learned in the Organizational Awareness lesson. You're going to think back upon a successful team experience, identifying the different aspects that led to its success. As you get better at this practice, you'll be able to find patterns in past successes, and work to implement those patterns in current and future teams.



Notes: Teamwork

Lesson 12: Inspirational Leadership



Inspirational Leadership (in the domain of Relationship Management) means having the ability to inspire and guide others towards a common goal or vision, to get the job done, and to bring out their best qualities along the way. With inspiration, you can connect with something meaningful, and articulate a shared mission in a way that motivates people and offers a sense of purpose beyond day-to-day tasks. Inspirational leaders are agents of positive change, sometimes going against the grain of conventional norms or taking risks in their approach. These kinds of leaders ultimately leave the people they work with feeling inspired, motivated, and connected.

Lesson Roadmap:

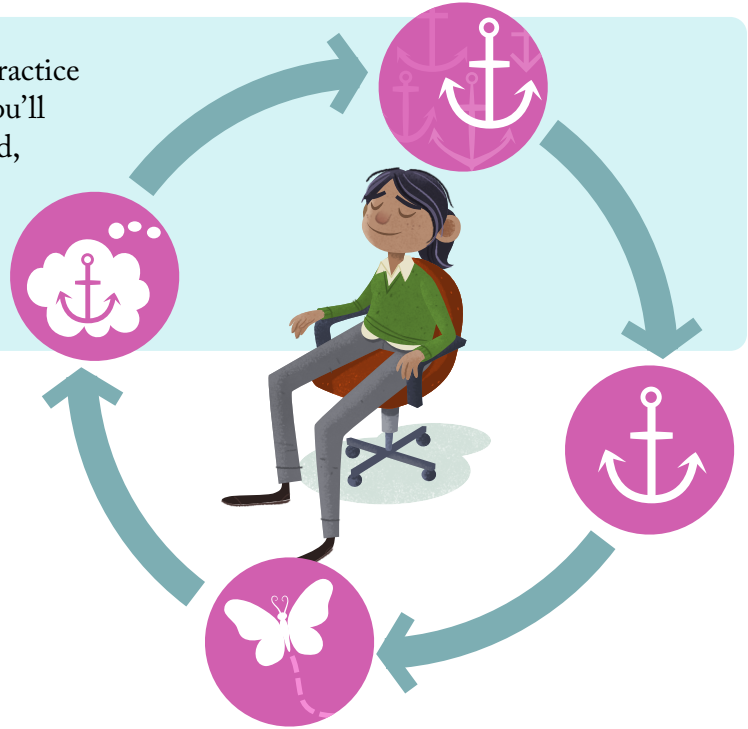
- **Lesson 1: Set your intention for inspirational leadership.**
- **Lesson 2: Explore your motivations and delegation.**
- **Lesson 3: Reflect on the actions and impact of inspirational leaders.**
- **Lesson 4: Develop your plan to become more inspiring.**
- **Lesson 5: Reflect on what you've learned.**

Key Points: Inspirational Leadership

- Shared purpose, such as group mission and values, motivates and brings out the best in others.
- Inspirational leadership requires working on ourselves first.
- Leader authenticity can help demonstrate commitment to a shared purpose.
- Neuroplasticity research indicates that we can develop regions of the brain linked to inspirational leadership.
- Inspiring leaders are highly regarded by others.
- Strengthening inspirational leadership requires time spent reflecting on how to articulate shared purpose, and whether or not you have effectively done so.

Key Practices: Inspirational Leadership

Awareness of Breath: The Awareness of Breath practice strengthens focus and attention. In this practice you'll learn to recognize when your attention has wandered, and the ability to kindly place your focus back on your breathing. As you gain facility in this practice, you'll be able to apply it to other areas of your life: work, family, athletics, hobbies...



Notes: Inspirational Leadership

