

**BSBLDR501 Develop and use emotional
intelligence**

Learning Guide

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BSBLDR501 Develop and use emotional intelligence

This unit covers the development and use of emotional intelligence to increase self-awareness, self-management, social awareness and relationship management in the context of the workplace.

It includes identifying the impact of own emotions on others in the workplace, recognising and appreciating the emotional strengths and weaknesses of others, promoting the development of emotional intelligence in others and utilising emotional intelligence to maximise team outcomes.

It applies to managers who identify, analyse, synthesise and act on information from a range of sources and who deal with unpredictable problems. They use initiative and judgement to organise the work of self and others and plan, evaluate and co-ordinate the work of teams.

Elements of competency

There are 4 “elements of competency” in this unit. Elements describe the essential outcomes of a unit of competency.

They are:

1. Identify the impact of own emotions on others in the workplace
2. Recognise and appreciate the emotional strengths and weaknesses of others
3. Promote the development of emotional intelligence in others
4. Utilise emotional intelligence to maximise team outcomes

Evidence of Competency

In order to demonstrate your competency, you will need to provide evidence. This is the Performance Evidence for the unit:

Evidence of the ability to:

- identify the impact of own emotions on others by identifying own emotional strengths and weaknesses, stressors, emotional states and triggers and gathering feedback from others
- model behaviours that demonstrate management of emotions
- recognise and respond to the emotional states of others promote the development of emotional intelligence in others.

Emotional Intelligence Principles

Emotional Intelligence



“O, wad some Power the giftie gie us
To see oursels as others see us!
It wad frae monie a blunder free us,
An' foolish notion.”

Quote from Robert Burns – Scottish Poet (1759-1796)

Translation:

*Oh would some power the gift to give us
To see ourselves as others see us
It would from many a blunder free us
And foolish notion*

Emotional Intelligence has always been necessary. Robert Burns encapsulated the problem 250 years ago. It has only recently been recognised, clarified, categorised in a scientific manner. It is probably the greatest skill that an individual can have in order to be successful in life and work.

As with any skill, some people are born with a natural aptitude – a talent. These are people described as:

- charismatic
- magnetic
- a born leader

For those of us who are not naturally gifted, we will need to work to learn the principles of EI and how to apply them.

Defining Emotional Intelligence

You will often see EI referred to as EQ. This is a way of differentiating between IQ (intelligence quotient) and EQ (emotional quotient). As a manager, you need a high IQ **and** a high EQ. Of the two, EQ may be more important. You can employ experts to work for you, but to motivate them you need EQ.

Emotional intelligence (EI) can be defined as the ability to:

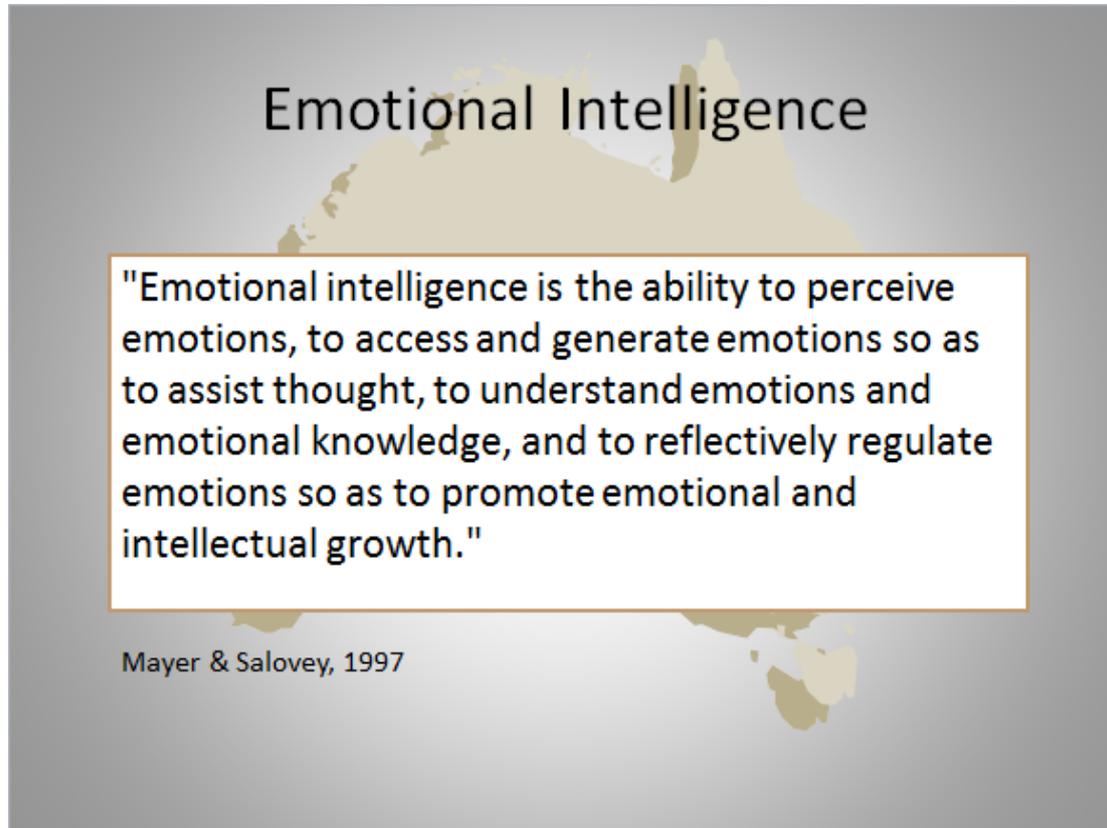
- monitor your own emotions
- monitor other people's emotions
- identify different emotions
- use this information to guide thinking and behaviour

Because EI has been recognised as a force that affects all aspects of life (including leadership and work) it is the subject of many books, articles, theses, talks, videos and seminars. As a result, you will find various definitions.



This learning guide focuses on the essentials that you need to know, in order to develop and use emotional intelligence. You are encouraged to research this subject further over time. New knowledge about EI is still emerging.

Development of EI Principles



The IE principles were developed in the 1990s and are continuing to develop and grow. The following psychologists are the founders of EI, and continue to work in this area.

Dr John D. Mayer:

- is a personality psychologist at the University of New Hampshire.
- has developed a new, integrated framework for personality psychology, known as the Systems Framework for Personality Psychology.
- is the author of *Personal Intelligence: The Power of Personality and How It Shapes Our Lives*.

Dr Peter Salovey:

- is a social psychologist and current President of Yale University.
- is one of the early pioneers and leading researchers in emotional intelligence.

Salovey and Mayer collaborated in pioneering research in emotional intelligence.

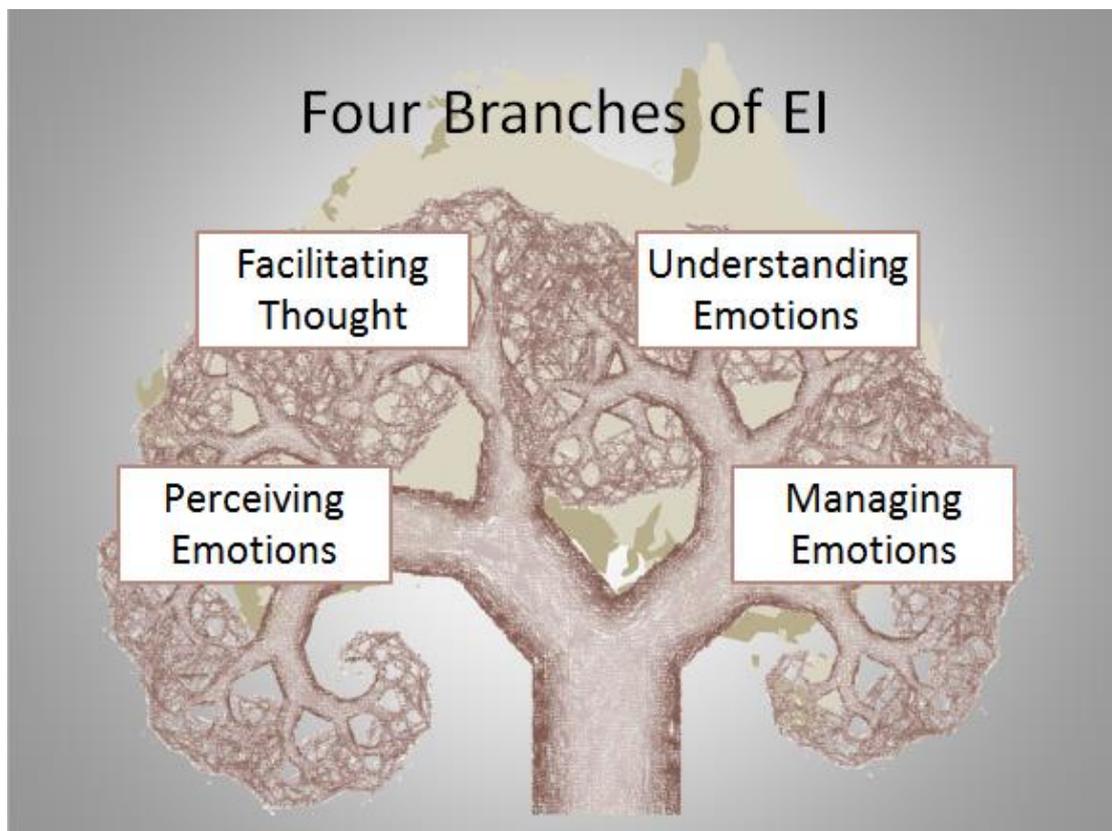
Dr David Caruso

- is a management psychologist who develops and conducts emotional intelligence training around the world
- is the special assistant to the dean of Yale College
- co-wrote, with Peter Salovey, the practical, how-to book, *The Emotionally Intelligent Manager*

Daniel Goleman

- is a psychologist who lectures frequently to professional groups, business audiences, and on college campuses
- as a science journalist Goleman reported on the brain and behavioural sciences for The New York Times for many years
- his 1995 book, *Emotional Intelligence* was on The New York Times bestseller list for a year-and-a-half, with more than 5,000,000 copies in print worldwide in 40 languages, and has been a best seller in many countries.

The Mayer and Salovey Model of EI



Four Branches of Emotional Intelligence

1. Perceiving Emotions	The ability to perceive emotions in oneself and others as well as in objects, art, stories, music, and other stimuli
2. Facilitating Thought	The ability to generate, use, and feel emotion as necessary to communicate feelings or employ them in other cognitive processes
3. Understanding Emotions	The ability to understand emotional information, to understand how emotions combine and progress through relationship transitions, and to appreciate such emotional meanings
4. Managing Emotions	The ability to be open to feelings, and to modulate them in oneself and others so as to promote personal understanding and growth

Mayer, Salovey and Caruso collaborated in the development of the Emotional Intelligence Test (**MSCEIT**).

The test consists of 141 items and takes 30-45 minutes to complete. It provides 15 main scores:

- total EI score
- two Area scores
- four Branch scores
- eight Task scores

In addition to these 15 scores, there are three Supplemental scores.

MCSEIT is an ability-based test designed to measure the four branches of the EI model developed by Mayer and Salovey.

The MSCEIT is a restricted tool and can only be access by Accredited Professionals or Registered Psychologists. There are various web sites with free EQ tests, but these are not the proper MSCEIT.

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