



The Academy at Bank of America

Emotional Intelligence – Resource guide

The Academy is Bank of America’s training and professional development organization dedicated to the growth and success of our local communities and teammates.

[Visit the career events page to sign up for additional professional skills workshops.](#)

[Visit the careers site to apply for a job with Bank of America.](#)

DISCLAIMER: These trainings and materials are provided as a service to the community, “as is,” with no guarantee of completeness, accuracy, timeliness, or of the results obtained from the use, express or implied, including, but not limited to employment at Bank of America, warranties of performance, quality, and fitness for a particular purpose. These trainings and materials should be regarded as general information. ©2023 Bank of America Corporation. All rights reserved.

Overview

Description

This **Emotional Intelligence** guide will serve as a resource to aid learners with the techniques to take their relationships to the next level. This guide is ideal for individuals looking to learn why emotional intelligence is one of the top skills needed in the modern workforce and how they can use it to master effective communication.



Introduction

Effective emotional intelligence is important because it improves your ability to:

- Understand your moods and emotions.
- Regulate your moods and emotions.
- Understand the emotions of others and empathize with them.
- Improve your relationships and influence others.

Low emotional intelligence can show up in various ways. Most often, having low emotional intelligence means that you find it difficult to understand and manage your own emotions, as well as understand or relate to how others feel. Other key signs include, frequent emotional outburst, being oblivious to emotional cues from others or lacking motivation. This is where emotional intelligence can help you to improve your relationships and boost your esteem by introducing your mind to tools that help you remain optimistic, exercise self-control and practice empathy.

This resource guide includes exercises and resources for the following:

- Self-awareness
- Social awareness
- Self-management
- Relationship management
- Mastering the art of influence

What is Emotional Intelligence?

Overview



Emotional Intelligence enables you to:

- See beyond and not judge, cultural norms to learn how to understand other factors that can influence decision-making.
- Seek deeper understanding, a consideration of alternative views, and engagement in thought, discourse, or research that informs your independent judgment.
- Be constructive, by considering the strengths and weaknesses of a claim and differing sides to an argument.
- Clarify points, encourage deeper thought, and allow you to determine whether information that you come across is accurate and reliable.

Journal Activity

Journaling Activities: Throughout this resource guide, there will be several journaling activities. Keep a document with all your answers so that you can refer to it throughout your career journey.

Journal prompt: Think about decisions you've made today or recently. Did you consider alternate views, seek constructive feedback or research prior to deciding? Why or why not?

High IQ vs. Low IQ

High ←————→ Low

- Emotionally Resilient
- Open expression of their emotions
- Not preoccupied with negative emotions
- Can identify the feelings of others
- Makes decisions based on feelings and logic
- Accepts self and others
- Talks about their problems
- Listens to others
- Carries grudges, unforgiving
- Cannot share their thoughts or feelings
- Negative feelings dominate
- Not perceptive to others' feelings
- Acts without reasoning or logic
- Not accepting of self or others
- Lashes out when there is a problem
- Doesn't listen to other

Intelligence Quotient vs. Emotional Quotient




Intelligence Quotient or **IQ** is a measure of an individual's intellectual, analytical, logical and rational abilities, verbal, spatial, visual and mathematical skills.

Emotional Quotient or **EQ** is how we effectively handle ourselves, relationships, emotions as well as our knowledge of what we're feeling and why we're feeling it.

An easy way to think about the difference is by comparing your brain to a computer:

- IQ is much like a computer's processing speed. The higher the speed/ IQ score, the faster you can do the work and the more tasks your brain can focus on at one time.
- EQ is much like the operating system that your brain runs on. EQ provides the set of rules that you follow in the world around you as you work with others and regulates your actions as you do it.

BANK OF AMERICA  © 2023 Bank of America Corporation. All rights reserved.

The 4 key components of emotional intelligence



Self-Awareness

Self-awareness is our ability to perceive and understand the things that make you who you are as an individual. This includes personality, actions, values, beliefs, emotions, and thoughts.

Your self-awareness impacts...

- How others perceive you
- How you react to different situations
- How you relate to other people
- Why you feel the way you do towards certain people
- What triggers habitual responses from you

Tips to become more self-aware

- Keep an open mind
- Be mindful of your strengths and weaknesses
- Be serious about your work and your passions
- Keep your boundaries firm to maintain the integrity of your goals
- Know your emotional triggers

Journal Activity

Journal prompt: Now that we've introduced the first of four primary components of Emotional Intelligence take a moment to assess where you are on the journey of becoming self-aware.

Self-Awareness



Self-Management

Self-management is our ability to regulate our behaviors, thoughts, and emotions in a productive way.

What skills are associated with self-management?

- Time Management – prioritize how you use your time
- Self-motivation – know what your passions are
- Stress Management – adopt techniques to let the steam off
- Adaptability – adjust quickly to moving priorities
- Decision making – let facts drive your solution approach
- Goal alignment – nest your goals with team goals
- Personal development - build skills for goal success

When you enhance your self-management, you can improve how well you emotionally react and respond to stressors and the stressors of others. The process of self-management has 5 areas of focus:

1. **Assess** by reflecting on your accomplishments or challenges. While assessing yourself, reflect on what you have achieved and what you are capable of, also look at what challenges may be ahead. This will help guide your actions towards your desired outcome.
2. **Educate** yourself to gain understanding. Choose credible learning resources and read, use visual notes, or watch educational videos. As you learn the topic, you also train your self-management by leaning the best practices to successfully apply the topic to your life or career.
3. **Collaborate** with others while sharing and listening. Sharing your experiences with others and listening to the experiences of others, helps the group evaluate and define for your self-management best practices to handle situations.
4. **Set Goals** using the SMART method. Specific, be clear so your goals are easier to achieve, this also helps you know where to start. Measurable, how will you determine if you are successful, what will you measure to show you achieved your goal? Actionable, can you take the actions necessary to achieve your goal? Realistic, can you feasibly accomplish the goal without overwhelming yourself or causing unnecessary stress? Timebound, set a date or time to help you know if you are on track with when the goal needs to be achieved to add the most value.
5. **Follow-up** on your action plan, put your solution to work, and remember to come back periodically and measure your progress.



How do you refill your EQ bucket?

When we are calm, happy, and loving life we have a full EQ bucket, ready to take on the day. Then as we go through our day we interact with others, react to difficult situations when they come up, and do our best to balance between work and home. All these things can take a toll on our emotional state, wear us down and empty our EQ Bucket as we handle them.

An important part of self-management is knowing what keeps your EQ bucket full so you can replenish your positive emotional supply, as needed. Tips for exercising self-management:

- Practice self-awareness
- Create organized routines
- Make time to rest
- Be open to change
- Be realistic
- Hold yourself accountable
- Prioritize your health and well-being
- Know your strengths
- Focus and prioritize tasks
- Set short- and long-term goals for yourself

Journal Activity

Journal prompt: Now that we've introduced the second of four primary components of Emotional Intelligence take a moment to assess your self-management skills and where you may have opportunity to implement some of the strategies above.

Self-Management



Social Awareness

Social awareness is a person's ability to understand the feelings and needs of the people they interact with. It is a tenant of emotional intelligence that people begin developing early in life because our brains are naturally wired with a need to belong.

Empathy is the ability to understand and share the feelings of another. There are 3 different levels of empathy that we learn to use to help build deep connections with important people in our life.

Compassionate empathy is when you both understand and feel what someone is going through. Cognitive people are better communicators, that have a natural ability to negotiate, collaborate, and motivate others.



Emotional empathy is feeling what the other person is going through. Emotional people tend to be better at coaching, persuading, and influencing others.



Cognitive empathy is understanding what the other person is thinking and feeling. Compassionate people are willing to get actively involved when supporting others, they care about.



Techniques for improving social awareness

- Be present and engaged, helps to identify social cues
- Listen to tone of voice, this helps relay the other persons personal feelings
- Ask questions, to drill down to fully understand the problem
- Empathetic acknowledgement, through acknowledging what the other person is feeling
- Active listening, listen to understand
- Feel, felt, found

A great tool you can use to express empathy, build rapport, and really let someone know you understand where they are coming from is the Fell, Felt, Found method.

Step 1: Feel statement - "I understand how you feel..."

Step 2: Felt statement- "I've felt that way before..."

Step 3: Found statement- "I've found that if you..."

Journal Activity

Journal prompt: Now that we've introduced the third of four primary components of Emotional Intelligence think about your daily interactions with your family, friends, or coworkers. Do you regularly practice empathy throughout these interactions? Take a moment to reflect on the techniques listed above, where can you be more effective?

Social Awareness



Relationship Management

Relationship management refers to our ability to communicate clearly, maintain good relationships with others, connect with those from other cultures, work well in teams, and manage conflict. The more developed your relationship management skills become, the greater our ability becomes to lead and influence others.

Why is it important to manage relationships?

- **Leadership**, good relationship management shows up in your ability to lead others, manage conflicts as they arise, negotiate terms, and most importantly influence others.
- **Conflict management**, when managing conflict as it comes up in relationships, having strong relationship management skills give you the ability to understand others point of view while effectively managing you-self.
- **Negotiation**, those with strong relationship management skills can build rapport much faster with counterparts, strong rapport in turn builds trust and a willingness to work together.
- **Influence** is one of the most important elements of managing relationships. Influence draws on empathy. Without understanding the other person's perspective and sensing their feelings, influencing then becomes more difficult.

5 steps to mastering influence

1. Active Listening, really focus with your full attention and listen to what they are upset or concerned about.
2. Ask Questions, once you have listened to their story, restate/summarize what you think their real issue is.
3. Empathize with the Feel, Felt, Found technique, let them know you have been there before and then how you felt and what you learned from it when it happened to you.
4. Find common ground, after fully listening, asking questions, and empathizing, you have laid a true foundation to build trust with the other person because you really know what they are feeling.
5. Influencing, here is where you provide your best solution that you feel is right for this person in their current situation.

Journal Activity

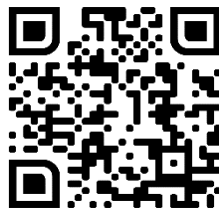
Journal prompt: Now that we've reviewed all four components of Emotional Intelligence and you learned how this can help you to master the art of influencing those around you, take a moment to reflect on what you learned, reviewing the previous journal activities.

Now, write down 3 action steps you can begin taking today to improve how you manage your relationships.

Summary

Bank of America is committed to you and your professional development. As you continue to improve your emotional intelligence, remember:

- Start by becoming self-aware
- Manage yourself and your responses to the world around you
- Practice social awareness by leading with empathy and compassion
- Manage relationships through leadership, conflict management, and negotiation so that you can develop your ability to influence decisions and actions of others



go.bofa.com/education

Learning is an ongoing process, scan the QR code or click the link below to navigate other profession skills topics brought to you by The Academy at Bank of America.