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# “BECOMING UNSHAKEABLE”<sup>©</sup>

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## The Power of Emotional Intelligence

Workbook



THIS WORKBOOK IS INTENDED TO BE USED DURING AND AFTER LISTENING TO THE AUDIO BOOK, “BECOMING UNSHAKEABLE, THE POWER OF EMOTIONAL INTELLIGENCE”. FOR BEST RESULTS LISTEN TO A CHAPTER AND THEN WORK THROUGH THE EXERCISES IN THIS GUIDE.

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ELEVATE NATION

## Chapter 1

# What is Emotional Intelligence and Why Should I Care?

Emotional Intelligence (also called EQ) is a concept built on the belief that there are 15 characteristics of a healthy human related to emotions. The study of Emotional intelligence can help us learn to be more mature in handling our emotions as we become more aware of ourselves and learn to care more about the well-being of the people around us.

- ≈ What are some of my hot buttons that are possible areas of low capacity?
- ≈ When do I get hurt emotionally?
- ≈ What makes me angry?
- ≈ When do I feel less than I need to be?
- ≈ When am I truly happy?
- ≈ What makes me sad?

Read the 15 basic definitions below and take the pre-assessment to evaluate your current state.

Self-Regard	Self-Actualization	Emotional self-awareness	Emotional expression	Assertiveness
Self-regard allows you to honestly say that I feel valuable even when I am not performing. You respect yourself while understanding and accepting your strengths and weakness. Self-regard is often associated with feelings of inner strength and self-confidence.	Self-actualization is the willingness to persistently try to improve yourself and to engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.	Emotional self-awareness includes recognizing and understanding your own emotions. This includes the ability to differentiate between subtleties in your emotions while understanding the cause of these emotions and the impact they have on your thoughts and actions.	Emotional expression is the ability to openly express your feelings verbally and nonverbally in a non-destructive way.	Assertiveness involves communicating feelings, beliefs, and thoughts openly and defending personal rights and values in a socially acceptable, non-offensive manner.
Independence	Interpersonal Relationships	Empathy	Social Responsibility	Problem Solving
Independence is the ability to be self-directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed with self-confidence.	Interpersonal relationships refer to the skill of developing and maintaining mutually satisfying relationships characterized by trust and compassion.	<b>Empathy</b> is the ability to recognize, understand, and appreciate how others feel. Empathy also involves having the capacity to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.	Social responsibility involves willingly contributing to society and the welfare of others. Social responsibility involves acting responsibly, having a social conscience, and showing concern for the greater community.	Problem-solving is the ability to find solutions in situations where emotions are involved. It also includes the ability to understand how emotions can impact decision-making.
Reality Testing	Impulse Control	Flexibility	Stress tolerance	Optimism
Reality testing is the capacity to remain objective and see things as they truly are. This capacity involves recognizing when emotions and personal bias can cause you to be less objective. Low reality testing causes people to fabricate stories in their heads and to experience the feelings that go along with the story they made up.	Impulse control is the ability to resist or delay an impulse or desire that you have. It helps you avoid making rash decisions, especially in high-stress situations.	<b>Flexibility</b> is adapting your emotions, thoughts, and behaviors to unfamiliar, unpredictable, and dynamic circumstances. For example, when you find yourself collaborating with your team and your ideas differ from others, flexibility allows you to still fully participate and contribute to the discussion and progress of the team.	<b>Stress tolerance</b> is not the elimination of stress, but it's the skill of coping with stress when it arises in difficult situations. You can manage the impact of the situation in a positive manner.	<b>Optimism</b> is having a positive outlook today even if yesterday was the worst day ever. It involves remaining hopeful and resilient despite occasional setbacks.

Pre-Assessment - Focus on two or three of the EQ Characteristics to dig into and grow in.

	GROWTH AREA	CURRENT STATE	DESIRED STATE
1.			
2.			
3.			

## Chapter 2

# Who Shaped Your Life?

### Why are you the person you are and who shaped you?

For you to grow your emotional intelligence it's necessary to understand who you are and how you got here. Write down people or events both positive and negative that shaped you including:

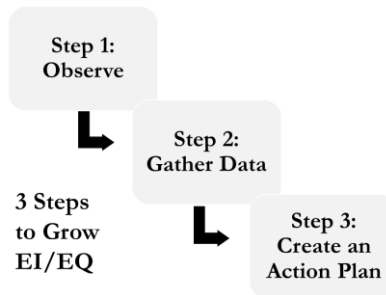
- ✓ Your thinking
- ✓ Your outlook
- ✓ Your stress levels
- ✓ Your joy
- ✓ How you deal with anger
- ✓ How you see the world
- ✓ How you experience love.

	Five people or events that shaped my LIFE. Positive or Negative	What part of me came from that person or event?
1.		
2.		
3.		
4.		
5.		

## Chapter 3 Self-Regard

*Self-regard allows you to honestly say that I feel valuable even when I am not performing. You respect yourself while understanding and accepting your strengths and weakness. Self-regard is often associated with feelings of inner strength and self-confidence.*

Review the three-step process for growing EQ Capacity and follow the instructions.



**Step 1.** Observe the situations that trigger you. Do they happen in meetings with co-workers, managers, or project teams? Do they happen in the family setting? How about when you are in a confrontational situation?

**Step 2.** Gather data and take notes about the story.

- ≈ Who was involved when you started to feel these things?
- ≈ What was said or communicated either directly or indirectly?
- ≈ Why did I believe it?
- ≈ How did I respond?

**Step 3.** Create your Action Plan on how to heal these negative feelings, and overcome the drive towards performance as the means to accept value from someone or something. With Self Regard the action plan is an inside job. You will have to be aware of the inside feelings and practice over and over feeling the truth of your value. What I noticed in the work I did in growing self-regard was that the biggest impact on me was the process of uncovering lies I believed and then learning to come away from agreement with them. For example, the thought that “everyone’s happiness is my job” was a lie I had to remind myself over and over was not true, no matter how deeply I felt it. It took time to get free of that.

## Chapter 4

# Self-Actualization

*Self-actualization is the willingness to persistently try to improve yourself and to engage in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life.*

To start to grow your self-actualization, take this little test. It's called the victim test. Ask yourself some of these questions about why you're not where you want to be.

- ≈ What would you like to accomplish?
- ≈ Is it a realistic idea?
- ≈ What are the roadblocks, can you make a list?
- ≈ Are you blaming anyone or anything for your inability to change?
- ≈ Do you believe that you are powerful enough to overcome roadblocks??



Self-Actualization is a choice; it is an inside job. Step one is to clear the internal roadblocks.

## Chapter 5

# Emotional Self-Awareness

*Emotional self-awareness includes recognizing and understanding your own emotions. This includes the ability to differentiate between subtleties in your emotions while understanding the cause of these emotions and the impact they have on your thoughts and actions.*

How do I feel when I think of a person having the following emotions?

- ✓ Extreme happiness
- ✓ Extreme sadness
- ✓ Extreme anger
- ✓ Extreme peace

### Top Emotions

Here is a list of what are considered to be the top emotions a person may feel.

- ✓ Happy
- ✓ Sad
- ✓ Scared
- ✓ Angry
- ✓ Tender
- ✓ Ecstatic

### Exercise #1

1. Find a quiet place to sit still.
2. Imagine feeling anxious.
3. Think of where that emotion is stored in your body.
4. Imagine feeling angry.
5. Where do you feel it and where does it manifest itself?
  - Sadness
  - Happiness
  - Peace
  - Rage
  - Shame



## Exercise #2

The goal is to understand how we store emotions and their impact on us.

- Find a quiet place to sit still.
- One at a time work through the following list of emotions.
  - Angry
  - Sad
  - Happy
  - Scared
  - Peace
  - Rage
  - Shame
- Imagine feeling the feeling, truly waking it up.
- Notice where it is stored in your body.
- Notice which emotions are the hardest to face or feel.



For you to be truly a powerful person and leader you need to explore emotional self-awareness. You need to find out what is going on inside of you without fear.

## Chapter 6

# Emotional Expression

*Emotional expression is the ability to openly express your feelings verbally and nonverbally in a non-destructive way.*

### Exercise #1:

Ask yourself this question. How do you carry these emotions?

- ✓ Anger
- ✓ Stress
- ✓ Fear
- ✓ Joy
- ✓ Tenderness
- ✓ Sadness

1. What do I do when I am nervous?
2. What happens when I am angry or frustrated?
3. How do I act when I have to correct someone?

### Exercise #2:

Looking at the chart below, where would you rank yourself on the line between strength and warmth?



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### Exercise #3:

How do you check to see if you have healthy emotional expression? Take this mini-test:

- ≈ Am I able to let people know that I truly care about them?
- ≈ Am I able to firmly correct someone in a way that corrects the behavior but does not attack the person?
- ≈ Am I able to express joy and sadness in a way that does not overwhelm people?
- ≈ Am I able to express anger and frustration in a non-destructive way?



Emotional expression is truly a sign of maturity when you can feel everything on the emotional map while sharing those emotions in a life-giving way.

So, this is another important area to be a student of yourself.

Watch how people respond to you.

- ≈ Do they seem to feel safe around you?
- ≈ Do they show signs of being closed?
- ≈ Are their arms crossed?
- ≈ Do they look down a lot?
- ≈ Do they step back from you?

Or do they demonstrate openness?

- ≈ Do they look you in the eye?
- ≈ Do they positively respond to your words?

## Chapter 7

# Assertiveness

Assertiveness involves communicating feelings, beliefs, and thoughts openly and defending personal rights and values in a socially acceptable, non-offensive manner.

Let's look at applying this assertiveness concept. Based on the experiences that I've shared consider how you would rate yourself.

- ≈ Can you think of a time when you remained quiet to keep the peace even though you had an alternate view? Are you more inclined to keep something to yourself rather than face an argument?
- ≈ Would you rather escape to avoid confrontation?
- ≈ Do you sometimes walk away after a meeting feeling angry, hurt, or frustrated?
- ≈ Do you appear to those around you as someone who is flexible and is always willing to go along with the crowd?



If most of the answers to these questions are yes, you may want to look at increasing your assertiveness.

Here is a 2-step process you can use to help you grow:

1. Pay attention and be a student of yourself in conversations with family, friends, and coworkers. Notice how many times you find yourself “biting your tongue” and not saying what you're thinking because you think it's best to avoid conflict. Is there a particular subject matter that you avoid? Look for trends and areas of discussion you tend to avoid.
2. Once you've identified these areas, ask yourself, how does it make me feel about my value in the situation when I choose to remain quiet?

## Chapter 8

# Independence

*Independence is the ability to be self-directed and free from emotional dependency on others. Decision-making, planning, and daily tasks are completed with self-confidence.*

### Exercise:

Take a piece of paper and draw a line down the middle. On one side write some notes and observations about how people respond when you speak. On the other side write how you would like them to respond. Do they align? Can you identify what may be affecting the responses? Could it be too much or too little independence? How do you rate your independence?

On another piece of paper write down the skills and talents you believe you bring to a meeting. Answer these questions. Do you consistently use these when interacting with the team? Are you bringing the best you have to the job? Are you showing up or are you holding back? If the answers to these questions are no, then you may have too little independence.

Balance the two-edged sword of independence EQ. Too much and you shut the team down. Too little and the team operates under a handicap because you did not show up, speak up and bring your set of skills to the meeting. A CEO I work with shared his decision-making tool regarding leadership. He said: "I do not just consider what will happen if I choose an action. I focus on what will happen if I don't take that action."

Independence EQ is a skill that can be developed and improved. Let's examine how the two-edged sword of independence can cut both ways.

- **Too much independence:**

With too much independence it's easy to send the message "I don't need any of you."

- **Too little independence:**

You are afraid to show up because of a lack of confidence, and you think that what you have to offer is not good enough.



Fear is the enemy of healthy independence. If you have allowed fear to control you in this area, you need to identify it, conquer it, and get rid of it.

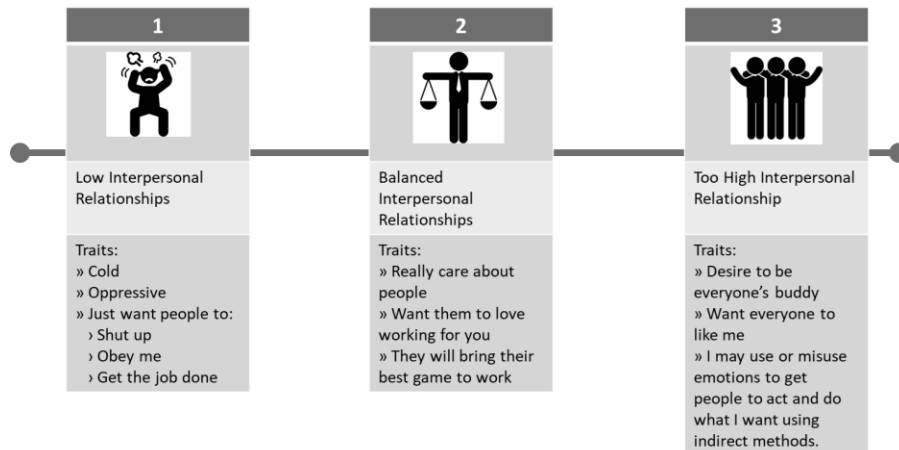
## Chapter 9


# Interpersonal Relationships

*Interpersonal relationships refer to the skill of developing and maintaining mutually satisfying relationships characterized by trust and compassion.*

Exercise:

If you are a supervisor or people manager, rate what you think is your interpersonal relationship level based on the following graph.



 There's no shame if you rate yourself as a 1 or 3. Just admit that's your starting point and make your goal the center, number 2. Interpersonal relationships are what bind people together. It's you sharing who you are and showing up as a whole person. When you do that, you invite others to show up as well.

## Chapter 10

# Empathy

*Empathy is the ability to recognize, understand, and appreciate how others feel. Empathy also involves having the capacity to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.*

### **Exercise:**

Take some time and imagine yourself in various relationships. Think about what goes on inside you when someone shares what they are going through. Be honest and write down what thoughts and feelings are going on inside you. For example, perhaps you have trouble connecting to their feelings, or you think, “Oh, here we go again. I don’t have time for this.” Or all you can think of is making their pain go away. Be honest with no shame or judgment, write out what is going on inside you.

Ask yourself, “How can I become unshakeable? How can I show empathy and compassion while also finding a way to lead?”

## Chapter 11

# Social Responsibility

*Social responsibility involves willingly contributing to society and the welfare of others. Social responsibility involves acting responsibly, having a social conscience, and showing concern for the greater community. In a team context, simply put, you may call it reading the room, it is the ability to walk into a room, see other people, and sense what's going on with them and what they need.*

### Exercise:

Picture yourself in this situation.

Social Responsibility Situation	<b>When you walk into a room, whether at a social gathering or before a business meeting, how would you rate yourself?</b>
Self-Observation	<p><b>Ask Yourself:</b> What are you most aware of?</p> <p><b>Think About:</b> Keep in mind that “seeing someone” or “being seen” means to be paid attention to, are you able to give proper attention to relatives, friends, or co-workers in a public setting.</p>
Data Gathering	<p><b>Ask Yourself:</b> Am I more concerned about:</p> <ul style="list-style-type: none"> <li>▪ Impressing Others?</li> <li>▪ Find someone to Encourage?</li> </ul> <p><b>Think About</b> Why did you answer the way you did? What taught you to act that way in a public setting like a meeting?</p> <p><b>Ask Yourself:</b></p> <ol style="list-style-type: none"> <li>1. Is there a way you can encourage someone and impress them at the same time?</li> <li>2. Which do you do naturally?</li> </ol> <p><b>Think About:</b> Consider your last few appearances and how you would “see” others. What drove those actions?</p>
Action Plan for my growth	<p>Since our focus makes all the difference:</p> <ul style="list-style-type: none"> <li>• What needs to change?</li> <li>• What can I change?</li> <li>• What next steps can I take?</li> </ul>

Picture the guard rails, in the area of social responsibility. Too little social responsibility and you can miss opportunities to make people feel valued because you are exclusive without being aware of it.



So, learn social responsibility. Be aware that in every room you step into, amazing things can happen if you take your eyes off yourself and think about others. Making others feel seen and valued is the essence of social responsibility.

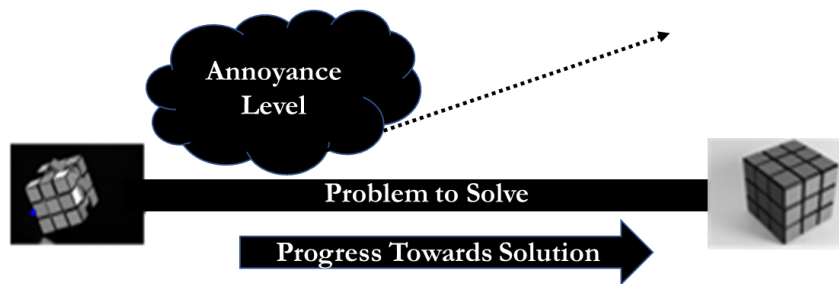



## Chapter 12 Problem-Solving

*Problem-solving is the ability to find solutions in situations where emotions are involved. It also includes the ability to understand how emotions can impact decision-making.*

### Exercise:

On the chart below where would you place yourself? Do you love the technical side of finding solutions, but get annoyed when your solution seems to hit a wall with certain people?



 Having good emotional intelligence involves knowing how you impact others. You may be a great technical problem solver, but the skill of finding solutions that don't blow up other people's worlds is what truly makes you a mature and emotionally intelligent problem-solver.

## Chapter 13

# Reality Testing

*Reality testing is the capacity to remain objective and see things as they truly are. This capacity involves recognizing when emotions and personal bias can cause you to be less objective. Low reality testing causes people to fabricate stories in their heads and to experience the feelings that go along with the story they made up.*

### Signs of anxiety:

- A churning in your stomach.
- Hands that feel hot and sweaty.
- Shoulder's tightening.
- Perhaps a slight headache.
- Your mouth getting dry.

Honestly ask yourself, am I one of those people who makes up stories in my head? Do I embellish stories by adding unsupported details? Do I make decisions based on truth and facts, or do I make up colorful tales to go along with reality? And ask yourself, how do I deal with someone else on a team who goes down a fictitious rabbit hole?



With reality testing, the challenge is to recognize when thoughts have become entwined with emotions that feel as real or more real than anything else in life.

### Exercise:

#### Step :1 Validate

Validate and confirm what the person believes. Let them know you understand that this belief is real to them. Ask the person to share what they believe to be true and how that makes them feel. Don't question what they say at this point. Don't be defensive or try to inject logic. Just let them say what they feel and believe. They need to be able to say out loud what they think is true so they can hear it from their own mouth and in their own voice. To help a person move forward you must first get them to acknowledge what they say they believe. In the case of our example, she would have to say "I believe that you hate me and you want to hurt me."

## Step 2 Understanding

Seek to understand how the person came to that conclusion. In doing so, you must create a safe space, or they will go into defensive mode and shut down. Ask for an explanation in a non-threatening way such as, “Please tell me how you came to your conclusion.” Ask them to give a couple of examples that caused them to believe as they do. Remember, only the person can unwind their own story, so let them do the work.

## Step 3 Perspective

Once they have pulled the story apart ask them to shift perspective and switch places with someone else in the story. Ask the woman with the hate issue to tell the story from the perspective of someone she works with or interacts with regularly whom she insists hates her. What would that person say? That may be difficult to do, but it will be enlightening.

To assess your level of Reality Testing I recommend you ask yourself if you allow certain thoughts to get you wound up emotionally. For example, are you constantly offended by a certain person’s comments while another person may say something similar and you take no offense? When you’ve identified what events or people trigger your emotions follow the three steps outlined above:

1. **Validate:** Write down the story and what you believe occurs including perceived facts and emotions. Validate that the feelings aren't right or wrong, but they are simply based on your perceived reality.
2. **Understand:** Write down where you think your belief began and whether it is recent or from some event in the distant past.
3. **Perspective:** Take another person’s place in the story and see everything from their point of view. What do you believe they would say and how does it line up with what you believe to be real?



From this exercise, you should be able to see true reality and how you moved away from it. Keep these thoughts in mind as you run across similar situations that cause emotions that trigger anxiety symptoms.

## Chapter 14

# Impulse Control

*Impulse control is the ability to resist or delay an impulse or desire that you have. It helps you avoid making rash decisions, especially in high-stress situations.*

### **Exercise:**

Work through the following steps to get to a healthy level of Impulse Control.

### **Step one: Observation**

Observe and be a student of yourself. Ask yourself questions like:

- ≈ Why am I doing this?
- ≈ Why did I react how I did?
- ≈ Why did I have to have that?
- ≈ Why do I always snap at that person?

Seek to understand your impulses and then find ways to control them so that they don't compel you to do things you'll be sorry you did.

### **Step two: Gather and Analyze**

Gather and analyze the data trying to find some specific areas where you can understand what you did and why you did it. Look for patterns that repeat themselves under certain circumstances. Write down and test yourself watching for the next occurrence, and notice if an impulse leads you to McDonald's or wherever you go to fulfill that impulse.

### **Step Three: Decision**

Decide the best path to pursue in dealing with your impulses. How will you be truthful and mature? An urge might come from the 12-year-old voice inside your head that is telling you what to do. But once the impulse is identified for what it is you can say "No! I choose to deny that impulse because it is not helpful for me." The journey of learning to resist impulses is not for the faint of heart, but in the end, there will be a positive change in your life.



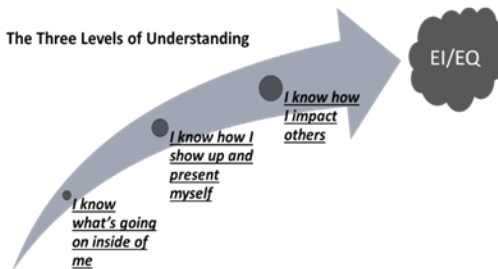
Impulse Control is another area of Emotional Intelligence where you might struggle to uncover some of these impulses on your own. If so, it may be time to seek professional help. They can help you draw out and identify why they exist.

## Chapter 15 Flexibility

*Flexibility is adapting your emotions, thoughts, and behaviors to unfamiliar, unpredictable, and dynamic circumstances. For example, when you find yourself collaborating with your team and your ideas differ from others, flexibility allows you to still fully participate and contribute to the discussion and progress of the team.*

### Exercise:

Take this quiz, remembering these key ideas of Emotional Intelligence:



Picture this scenario. Imagine you're on a project team and you came up with a great idea. The team, however, didn't agree or see it the same way, so they chose to go in a different direction. How would you carry yourself in that situation?

- ≈ Do you pull back?
- ≈ Do you close down?
- ≈ Do you get argumentative?
- ≈ Do you become defensive?
- ≈ Something else?



Recognize how you carry disapproval and how it shows up in body language and facial expressions. As we pointed out earlier, our non-verbal communication is a large part of the message we give.

Look at this list of common ways people will show their inflexibility.

- ❖ Using words that are confrontational, critical, or just mean.
- ❖ Using body language and voice tones that send out signals of disapproval.
- ❖ Repeatedly letting it be known that you know this is wrong, and that you're just waiting to say "I told you so!"

Be aware of your verbal and non-verbal impact on your team.

## Chapter 16

# Stress Tolerance

*Stress tolerance is not the elimination of stress, but it's the skill of coping with stress when it arises in difficult situations. You can manage the impact of the situation in a positive manner.*

### Exercise:

Take time and self-talk to decide your agreement with each of the following statements:

- ✓ I need to know the impact of stress on my body
- ✓ I need to know the impact of stress on my emotions
- ✓ I need to know the impact of stress on my relationships
- ✓ I need to know how I treat coworkers in a stressful situation
- ✓ I need to know how I treat my family when under stress

Take a look at the following short list of stress symptoms. Check off any you've seen showing up in your life.

- ✓ Aches and pains.
- ✓ Chest pain or a feeling like your heart is racing.
- ✓ Exhaustion or trouble sleeping.
- ✓ Headaches, dizziness, or shaking.
- ✓ High blood pressure.
- ✓ Muscle tension or jaw clenching.
- ✓ Stomach or digestive problems.
- ✓

Look at these questions on the non-health impact of stress. When it comes to Emotional Intelligence these are the areas to examine:

- ≈ Do I know what stress does to me in different situations? Think about being in a meeting where there are interruptions or technology not working right. Or how about during a presentation when something off the agenda happens? How about driving when you're late for an appointment? What's going on inside of you during those times?
- ≈ Will I become short-tempered, demanding, or difficult to work with?
- ≈ Do I lose concentration and become unable to get tasks done?


- ≈ Do I blame others for my inability to get the job done because it is too much for me to handle, or do I simply have too much going on?
- ≈ What tends to happen if someone close to me like my spouse or child says, “Wow, you seem to be kind of stressed out. Are you OK?” Do I get defensive because I do not want to acknowledge my stress intolerance and do not want anyone else to see it either? It takes humility to acknowledge the impact of stress.

## Chapter 17 Optimism

*Optimism is having a positive outlook today even if yesterday was the worst day ever. It involves remaining hopeful and resilient despite occasional setbacks.*

### Exercise:

How Do I Feel About	OPTIMISTIC	PESSIMISTIC
My Childhood		
My Future		
My Health		
My Finances		
My Relationships		

 Think about where you are on the Optimism EQ scale and where you would like to be. Do you consider yourself highly pessimistic or optimistic or balanced somewhere in the middle? Do you hear yourself justifying why things are bad, will become worse, and that there is no hope of making it better?



## Chapter 18

# Creating an Action Plan

Exercise:

Develop your ACTION PLAN

GROWTH AREA #1	
1) OBSERVE MY BEHAVIOR	What do I notice about how I am expressing myself in this area?
2) JUDGE MY IMPACT	What impact is my behavior having on others?
3) CHANGE MY ACTIONS	What positive steps can I take to impact the situation differently?

GROWTH AREA #2	
1) OBSERVE MY BEHAVIOR	What do I notice about how I am expressing myself in this area?
2) JUDGE MY IMPACT	What impact is my behavior having on others?
3) CHANGE MY ACTIONS	What positive steps can I take to impact the situation differently?

GROWTH AREA #3	
1) OBSERVE MY BEHAVIOR	What do I notice about how I am expressing myself in this area?
2) JUDGE MY IMPACT	What impact is my behavior having on others?
3) CHANGE MY ACTIONS	What positive steps can I take to impact the situation differently?



For more information on individual or group Emotional Intelligence Coaching, visit  
[ELEVATION.COM](http://ELEVATION.COM)