



**CAREER COMPASS**

Steer Your Career. Accelerate Our Mission.

# **Managing Conflict by Improving Emotional Intelligence**

**Participant Workbook**

# Table of Contents

<b>Introduction</b> .....	<b>3</b>
Objective .....	3
Agenda.....	3
<b>Components of Emotional Intelligence</b> .....	<b>4</b>
Self-Awareness .....	4
Self-Management .....	4
Social Awareness.....	5
Social Management.....	6
<b>Tips for Developing Emotional Intelligence</b> .....	<b>7</b>
Recognize What You're Feeling .....	8
Notice the Gaps.....	8
Work on Listening.....	8
Respond, Don't React .....	9
Be Empathetic.....	9
<b>Review</b> .....	<b>9</b>
<b>Final Reflection</b> .....	<b>10</b>
<b>Contact Information</b> .....	<b>11</b>
<b>Development Resources</b> .....	<b>11</b>
<b>Course Credit</b> .....	<b>11</b>

# Introduction

## Objective

- Understand the meaning of emotional intelligence and identify ways to grow your emotional intelligence to successfully manage conflict.



## Agenda

- What is Emotional Intelligence (EI)?
- Why is EI important in conflict management?
- What are the components of an EI framework?
- How can you improve your emotional intelligence?

## Emotional Intelligence

Emotional intelligence, often called EI, refers to the ability to perceive, control, and evaluate emotions. The ability to express and control personal emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. EI then is the combination of both skills: personal EI and Social EI.



## Strongest Predictor of Performance

The strength of your Emotional Intelligence has a direct effect on the strength of your performance.

EI is a key component of top performers in any industry, and there are several statistical advantages to strengthening your EI, with just a few examples listed here.

According to the book Emotional Intelligence 2.0:

- **90%** of top performers have high EI
- Having high EI results in **95%** increased effectiveness as a leader
- High EI results in higher average annual compensation

The improvements and effects trickle down and will benefit you in many areas of your professional life. One of those areas is conflict management.

# Components of Emotional Intelligence

Emotional intelligence gives us a cognitive anchor, a framework, and a way of thinking about how we move through the world and interact with other people. This offers us ways to increase our conflict management skills. There are 4 basic components to EI:

1. Self-awareness
2. Self-management
3. Social Awareness
4. Social Management

## 1. Self-Awareness

Self-Awareness is the ability to accurately self-assess. This applies to our emotional state, in general as well as in the moment. It also refers to how confident we are in ourselves and our abilities. Emotional self-awareness is the ability to understand your own emotions and their effects on your performance.

***On a scale of 1-5, how would you rate yourself in terms of self-awareness? Use the space provided here to capture your thoughts.***

## 2. Self-Management

Self-Management differs from awareness in that it really speaks to our ability to control our response to our environment. It shows up in our ability to exhibit self-control, and also to be transparent. Transparency means living in a way such that others can readily deduce your integrity and values. It means being authentic and open about your feelings. Self-management also refers to our ability to be flexible based on our environment to demonstrate both adaptability and initiative.

Some other characteristics associated with self-management are emotional balance, achievement orientation and a positive outlook.

Those who are emotionally balanced find methods to manage their triggers and impulses, even when they are under stress.

Achievement orientation means meeting and exceeding the set standards of excellence, being open to feedback and looking for ways to make the processes effective and efficient.

Keeping a positive outlook is important during a conflict. Even when you are in a disagreement, it's important to maintain a good attitude and to truly believe that a positive outcome is possible.

***On a scale of 1-5, how would you rate yourself in terms of self-management? Use the space provided here to capture your thoughts.***

### 3. Social Awareness

Social Awareness can most aptly be understood in terms of empathy, or how well we can understand other peoples' feelings and perspectives. Empathy is the building block of social awareness and social management. It is the ability to sense the emotions and understand the perspective according to the point of view of the others. It allows leaders to communicate without any barriers and relate to their team members.

Collectively, social awareness can be applied to our ability to sense and understand a group of people. Our social awareness can really be observed in how service-oriented we are. Are our motivations centered on the interests of others, or are they primarily centered around our own selfish interests?

Another skill associated with social awareness is organizational awareness. This means being aware of the emotions and the power relationships within the team.

***On a scale of 1-5, how would you rate yourself in terms of social awareness? Use the space provided here to capture your thoughts.***

#### **4. Social Management**

Social Management, is often called Relationship Management. This refers to our ability to leverage our social awareness to be a catalyst for change. Being a change agent presents itself through our ability to inspire and develop others (think mentorship and coaching), but also through our ability to manage conflict and drive collaboration.

What are the characteristics or competencies associated with Social Management? They include influencing, coaching and mentoring, conflict management, teamwork and inspirational leadership.

Leaders who hold influence can gain support and keep their team engaged in a crisis.

Coaching and mentoring is about creating a learning culture in the team. It involves a lot of feedback and supporting each other when problems arise.

Managing conflict involves help the team members in tough situations, handling the disagreements, and getting amicable solutions. It makes the team more focused toward the crisis resolution rather than on the conflict.

Leaders with the ability to inspire and lead their team from the front get the job done. They are able to create a shared vision and lead the team through the crisis.

***On a scale of 1-5, how would you rate yourself in terms of Social Management?  
Use the space provided here to capture your thoughts.***

***Now that you have rated yourself in all four areas of EI, take some time to think about where you excel, and where you might have room for improvement. Use the space provided here to capture your thoughts.***

## **Tips for Developing Emotional Intelligence**

1. Recognize what you're feeling
2. Notice the gaps
3. Work on listening
4. Respond, don't react
5. Be empathetic

## Recognize What You're Feeling

Pay closer attention to how you respond to situations that invoke a strong emotion, not just in the workplace, but in your personal life as well since those feelings will inevitably start to blend into the workplace.

Identify the root cause of your emotions and why it makes you feel that way.

Becoming more conscious of your own emotions can be achieved through meditation or some sort of mindfulness training. These mental exercises will allow you to better recognize and understand the emotions of others as well.



## Notice the Gaps

We are all human and make mistakes.

We don't always come across as we intend to. So when dealing with emotional situations, the gap between your intent and what is perceived can be magnified.

Noticing the gap between your intent and the actual impact of perception is a characteristic of strong EI.



## Work on Listening

Don't just listen, but actively listen. Listen for cues that indicate how someone feels or reacts to a situation. These cues can be both verbal and non-verbal, as human emotion is reflected strongly in body language.

Similar to Tip #1, identifying the root cause of how someone may be feeling is important to be able to provide the best supportive response that recognizes and does not diminish their feelings.





## Respond, Don't React

We often react without thinking, and these reactions may not always be the best solution or can possibly worsen the situation.

Rather, when faced with a difficult situation, take a breath, a step back, and make a rational decision that isn't driven by strong emotions.

The key difference between responding and reacting is the act of mindfulness..



## Be Empathetic

Broadly, empathy is defined as the ability to understand and sympathize with the feelings of another.

Empathy has two forms: emotional and cognitive.

Emotional empathy are the feelings and emotions that are in response to other's

Cognitive empathy is the ability to understand the cause of other people's emotions.

Both types of empathy are valuable to the workplace for creating a friendlier and more inclusive team environment.



## Review

 1. Recognize What You're Feeling

 2. Notice the Gaps

 3. Work On Listening

 4. Respond, Don't React

 5. Have Empathy

## Final Reflection

- What is the most important tip you will share with a co-worker that wasn't able to attend today?
- Is there something specific you can commit to start doing in order to improve your EI?

*Use the space provided to capture your response.*

## Contact Information

**BD17 Contact Information:** Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- NAVFACHQTotalForceDevelopment@navy.mil

## Development Resources

**Career Compass Resource Center:** An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

To access more content specific to the **Conflict Management** competency:

- <https://www.navfac.navy.mil/conflict-management>

**Career Compass Catalog:** an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- <https://www.navfac.navy.mil/ccc>

## Course Credit

You will receive credit for participating in this course. Email the address below. Make sure to include all the following information:

Component	Include in Email
<b>Address</b>	W_NAVFAC_PRTN_NITC_NFI_ADMINS_US@navy.mil
<b>Email Subject Line</b>	Self-Certification – Managing Conflict by Improving EI
<b>Course Name</b>	Managing Conflict by Improving Emotional Intelligence
<b>Course Completion Code</b>	8#@5s^

Or, if you have a smart phone, you can simply scan the QR code below to generate the email with all the necessary information:

