

# TEACHING MATERIAL

## MODULE: PERSONAL SKILLS



SoftSkills4EU:  
Promote your Soft Skills with Open Badges



# TEACHING MATERIAL

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## KEY SYMBOLS

Symbols	Explanation
	Definition of terms
	Scenario
	Tips
	Question
	Learners/Trainers activities
	Resources E.g. links, reports, articles

# MODULE – PERSONAL SKILLS

## MAIN OBJECTIVE OF THE MODULE

Personal skills are skills which relate to the approach of people's actions and their manner of expressing. They are reflected in the everyday attitudes and behaviours of people, from their behaviour in work or school, to their behaviour in everyday activities.

Personal management skills include:

- positive attitudes and behaviour (e.g. taking initiative and doing our own part of work);
- a strong sense of responsibility (e.g. definition of objectives and priorities, compliance with commitments, reliability);
- Adaptability (e.g. carrying out several tasks or projects; innovation and ingenuity; openness and responsiveness towards change);
- Interest in lifelong learning.

It is worth of mention that it is much easier working with people with well-developed personal skills and consequently contribute to creating a productive and effective environment. Consider the following:

### With whom would you rather work?

Someone who....	Someone who....
<ul style="list-style-type: none"> <li>• <b>Treats you honestly; says directly what he/she thinks or feels and listens to what you have to say.</b></li> <li>• <b>Behaves consistently; you can rely on his/her courtesy and professionalism.</b></li> <li>• <b>Is able to reconcile work and private life.</b></li> <li>• <b>Is open to your comments, makes sure he/she understands and works with you to try to solve the problem.</b></li> <li>• <b>Is flexible and willing to adapt or make changes for the benefit of the team or organization.</b></li> <li>• <b>Is responsible for his actions; admits of making a mistake.</b></li> <li>• <b>Recognizes your contributions and strengths, both privately and within the group.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Tells you one thing in front of you and another one behind your back.</li> <li>• Is moody and withdrawn one day and happy and friendly the next.</li> <li>• Is a workaholic, unable to care or talk about anything else than work.</li> <li>• Is defensive when you try to give a feedback, reject what you have to say, and refuse to admit that there is a problem.</li> <li>• Refuses to consider change; adheres strictly to the established routines, rules and expectations.</li> <li>• Makes others responsible for his/her mistakes or covers his/her mistakes.</li> <li>• Only mentions your weaknesses and problems, both privately and in groups.</li> </ul>

Someone who....	Someone who....
<ul style="list-style-type: none"><li>• <b>Encourages you, listens to you, supports you and builds on your ideas.</b></li></ul>	<ul style="list-style-type: none"><li>• Finds mistakes in all your suggestions and explains why they don't work.</li></ul>

To meet this aim, the module covers the 5 following topics:

1. *Handling stress*
2. *Self-awareness*
3. *Personal development*
4. *Self-management*
5. *Emotional intelligence*



**MODULE PERSONAL SKILLS SYLLABUS**

Module	Topics	Sub-topics
Personal Skills Module	1. Handling stress	1.1. Identifying stressors
		1.2. How to manage stress
		1.3. Create calm in your career
	2. Self-awareness	2.1. Who am I?
		2.2. Analyse the situation
		2.3. Evaluate your own success
	3. Personal development	3.1. Personal development plan
		3.2. Define your goals
		3.3. Measure progress
	4. Self-management	4.1. A Self-management plan
		4.2. How to develop Self-management
		4.3. How to be productive at workplace
	5. Emotional intelligence	5.1. Social Awareness
		5.2. Identify your emotional responses
		5.3. Developing your emotional intelligence



# TOPIC 1 – HANDLING STRESS

## WHAT IS STRESS MANAGEMENT?

Our increasingly busy lives are causing a lot of stress to our minds. Stress is a mental tension caused by demanding, challenging or painful circumstances. Stress affects not only our mental state and mood, but also our physical health. While being under a high level of stress, a hormone called **cortisol** is released into our bloodstream which suppresses the function of our immune, digestive and reproductive systems. That is why it is significant to practice stress management in order to keep our mind and body in a healthy state.



### Definition

**Stress management** consists of making changes to your life if you are in a constant stressful situation, preventing stress by practicing self-care and relaxation and managing your response to stressful situations when they do occur.

Before moving on to stress management techniques, it is important to note stress not always having a negative influence. Stress is actually a survival reaction to the situation when our body assume being in danger. Therefore, our sympathetic nervous system increase our heart rate and gives us a boost of the adrenaline energetic hormone in order deal with any situation presented to us. This is also known as our escape or combat reaction.

The problems occur when we find ourselves under constant stress and worries, or when we are not able to find a proper way to deal with a stress situation. Therefore, stress management is of great importance for our health, quality of life and relationships.

## RESULTS OF STRESS

In the chart below, there are different aspects of stress on our health:

**Table 1:** Results of stress

Medically proven stress contributes to			
Heart disease	Strokes	High blood pressure	Colitis
Irritability	Rheumatism	Depression	Skin diseases
Sex problems	Overeating	Asthma	Migraines
Kidney disorders	Diabetes	Ulcers	Breathing problems

# 1.1 IDENTIFY STRESSORS



## Scenario

Children are crying, bills are already due and the pile of paper on desk increases alarmingly fast. It is undeniable - life is full of stressful situations. Understanding the types and sources of stress - short and long-term, internal and external - is a very important part of stress management. So, are you aware of what's stressing you out?

## MAIN TYPES OF STRESS

Stress is the body's reaction to the demands of the world. Stressors are events or states in the environment that can trigger stress. Our body can react differently to stressors, depending on whether it is a new stress factor or a short-term stress factor - **acute stress** - or a longer-lasting stress factor - **chronic stress**.

### Acute stress



#### Definition

Acute stress, also known as a **combat or flight reaction**, is the body's immediate response to a perceived threat, challenge or fear. The reaction to acute stress is immediate and intense and can be exciting under certain circumstances.

A single episode of acute stress usually causes no problems for healthy people. However, severe acute stress can cause mental health problems, such as post-traumatic stress disorder. It can also lead to physical difficulties such as headaches, stomach problems or serious health problems such as a heart attack.

Acute stress factors include an interview or the receipt of a speeding ticket.

### Chronic stress

Slight acute stress can be advantageous - it can motivate towards action, motivate and give energy to a person. The problem occurs when stressors accumulate and stay in the area. This persistent stress can lead to health problems such as headaches and insomnia. The response to chronic stress is more subtle than the response to acute stress, but the effects can be more long-lasting and problematic.

### Know your stressors



Effective stress management begins with identifying one's sources of stress and developing strategies to cope with them. One way to do this is to list the situations, concerns or challenges that trigger the stress response. Take a moment to consider some of the most important issues you currently face. You will find that some of your stressors are events that happen to you, while others seem to come from within.

### External exasperations *(from mayoclinic.org)*

External stressors are events and situations appearing to you. Here are some examples of external stressors:

- **Major life changes.** These changes can be positive, such as a new marriage, a planned pregnancy, a promotion or a new home. In the other hand, they can be negative, such as the death of a loved one or a divorce.
- **Environment.** The input of the world around us can be a source of stress. Think about how you react to sudden sounds, such as a barking dog, or how you react to a sunlit room or a dark room.
- **Unforeseeable events.** Out of the blue, uninvited houseguests arrive. Either you notice that your rent has risen or your salary has been reduced.
- **Workplace.** The most common stress factors at work include an impossible workload, endless e-mails, urgent deadlines and a demanding boss.
- **Social.** Meeting new people can be stressful. Think of a blind date, and you'll probably start sweating. Relationships with the family often create stress. Think of your last fight with your partner or child.



Tip

Strategies for coping with external stressors include lifestyle factors such as a healthy diet, physical activity and adequate sleep that help increase your resilience. Other useful steps are asking for help, humour, learning assertiveness, practicing problem solving and time management. Consider how to use your time and energy by focusing on activities having a greater importance to you, reducing the number of activities you participate in, and saying no to new commitments.

Not all the stress is due to what has already happened to you. Much of our response to stress is self-induced. These feelings and thoughts that come to mind and are causing anger are called internal stressors. Examples of internal stressors include:

- **Fears.** The most common fear is fear of failure, fear of public speaking and fear of flying.
- **Uncertainty and lack of control.** Few people like not knowing or not being able to control what can happen. Think about how you might react while waiting for the results of a medical test.
- **Beliefs,** such as attitudes, opinions or expectations. You may not even think about how your beliefs shape your experience, but these pre-determined thoughts often put us under stressful situation. Think of your expectation having to create the perfect Christmas party or climbing the ladder of your career.

The good news is we have the ability of thought control. The bad news is that our fears, attitudes and expectations have long been our companions and that it often takes a lot of effort to change them. Internal stress management strategies include reforming your thoughts and choosing a positive state of mind, challenging negative thoughts, using relaxation techniques, and talking to a friend or a trusted counsellor.

### **The power of the mind-body-connection**

It's powerful to pay attention to what you think. Sometimes one event can lead to a negative thinking. If you tend to automatically think negatively, it will negatively affect everything. Try to identify all trends. Once you know them, you'll have to practice changing them. This will not happen overnight, because much of our thinking is automatic. Note negative thoughts because they tend to repeat themselves. Find a positive thought to replace it, or even a neutral thought that is better than a negative thought.

### **Awareness for stressors**

Sometimes the knowledge of our main stressors helps us to deal with the stress itself. The main stressors in your life are probably some of the following:

- people
- cash
- work
- body
- spirit
- recreational activities
- perceived loss



**Tip**

In addition, it is useful to be aware of the thoughts that can cause additional stress. Here are some examples of stressful thoughts:

- It's terrible to make mistakes.
- It's important to be loved by everyone.
- I always must be competent.
- Every problem has a perfect solution.
- When others criticize me, I must have done something wrong.
- I can't change my thinking.
- I rarely have to show weakness or cry.
- Strong people don't ask for help.
- Everything is under my control.
- The others should see things the same way I do.
- People should do what I want them to do because they love me.
- I can't do any of this without help.
- My future is determined by my past.
- I have no control over my own happiness.
- If I'm not perfect, I'm no good at all.
- It's better to avoid problems than to face them.
- Asking for any help is a sign of weakness.
- If only I tried hard enough, I could control all the people and events in my life.

## 1.2 HOW TO MANAGE STRESS

The first step in stress management is to understand where these feelings come from.

Keep a so called stress journal to identify the causes of short-term or frequent stress in your life. While you're writing the events, think about the reasons why this situation is bothering you. In addition, use **the Holmes and Rahe stress scales** to identify specific events that can put you under long-term stress.

Then list these stressors in order of impact. Which ones affect your health and well-being the most? And that affects your work and productivity? Then consider using some of the following approaches to manage your stress. You will probably be able to use a combination of strategies in each area.

### ACTION-ORIENTED APPROACHES

With **action-oriented approaches**, you take action to change the stressful situations.

#### Managing your time

Your workload can be stressful when you do not manage your time well. This can be an important source of stress for many people.

Identify improvement opportunities and make sure you use time management tools such as to-do lists and **the Eisenhower Urgency Principle** to manage your priorities and think about the most important aspect of your role in order to set your work priorities more effectively. This helps you reduce stress by getting the best return from your efforts and minimizing the time you spend on low-value activities.

The "**Eisenhower Method**" stems from a quote attributed to Dwight D. Eisenhower: "I have two kinds of problems, the urgent one and the important one. The urgent are not important, and the important are never urgent." It's a useful time management tool for getting things done.



Tip

Avoid multitasking, check your emails only once at certain times and do not use electronic devices for a while before going to bed, so you can use this time to "switch off" completely.

#### Other people

People can be a major source of stress. Managing conflicting priorities helps you juggle multiple requirements and learn to say "yes" to a person, but "no" to a task will help you ensure that your needs are met.

#### Working Environment

Workplace stress can be caused by irritating, frustrating, unpleasant or unpleasant workplace conditions. Minimising stress in the workplace could help to improve an employee performance.

## EMOTION-ORIENTED APPROACHES

**Emotion-oriented approaches** are useful when the stress you feel comes from the way you perceive a situation. (It can be annoying for people to say that, but a lot of stress comes from thinking too negatively.)

To change the way you see stress situations, use **Cognitive Restructuring**, Rational Thinking and Positive Thinking to change the way you perceive stress situations, and to overcome negative thinking in the short term to feel more positive about stress situations.

The end goal of cognitive restructuring is to enable people to replace stress-inducing thought habits with more accurate and less rigid (and therefore less stress-inducing) thinking habits.

Some people experience stress because they're maladaptive perfectionists, who have difficulties of getting rid of their tasks if they do not perform them perfectly. Others feel stressed because they are afraid of failure or success.

## ACCEPTANCE-ORIENTED APPROACHES

**Acceptance-oriented approaches** apply to situations where you do not have the power to change what is happening and where the situations are bad.

It is possible to use techniques such as meditation and physical relaxation to calm ourselves when feeling stressed in order to strengthen resistance to the stress itself. Support network, namely friends, family, co-workers and professional providers such as consultants or family doctors are also very supportive in the process.

Enough of exercise, rest and learning to make the most of your free time will help you recover from stressful events.

Learn to deal with change and develop your **resilience to** in order to overcome setbacks.

## Key points

We feel stressed in a situation when we feel threatened and when we believe or are convinced that we do not have the resources to deal with a difficult situation. Over time, this can lead to long-term health problems and also affect the quality of our work and our productivity.

To control the stress level, a workplace analysis performance is suggested in order of finding out what are the most important priorities at work. Learn good time management strategies to manage your priorities more effectively. Try to get rid of negative thinking habits and become a positive thinker by using statements and visualizations.

Also protect against stressful situations you are not able to control - use your network, make sure you get enough exercise and sleep, and learn to relax.



## 1.3 CREATE CALM IN YOUR CAREER

Many of us experience stress in life, it could be a short-term one due to one-off projects or a long-term one due to a very stressful career. Not only this kind of situation can deeply be unpleasant, but it can also seriously affect our health and work. However, it is possible to cope with stress if you use the right tools and techniques.

In this section, we'll see how you can deal with it so it doesn't affect your well-being and productivity.

Career events are important sources of stress. Think of a bad day with the boss, regular evaluation, reorganisation, dealing with job losses, redundancies, complexity of work, growth and promotion problems, conflicts at work, home and office balancing, etc.

Workplace stress has significant human and organisational costs, including depression and burnout, ulcers, low job satisfaction, absenteeism and fluctuation, reduced productivity, litigation and health costs. Job stress as a management issue continues to receive attention.

Over time, job stress is added to career stress. In the course of time, such stressful work experiences add up to stressful careers.

### CAREER BUILDING & BALANCING STRESS

Terrible bosses, demanding customers, unreasonable working hours and above all, a complete lack of work-life balance: all these elements have played an important role in making you unsatisfied.

These problems could be handled differently: You need to gain self-confidence, set healthy limits at work, make self-sufficiency a priority, listen to your courage and believe that you can change your career, take a big leap into the unknown and get back on your feet. If you are struggling with the stress and dissatisfaction of your career, read on to find signs that your self-esteem is a factor.



Tip

#### 1. You don't set healthy boundaries at work.

If you feel the need to say yes to all the projects that fall on your lap or to work late and spend weekends answering emails at any time of the day or night and rarely asking for advice because you're afraid of looking stupid, inadequate or lazy, you realize that you're betraying yourself. Remember that you are smart, competent and talented - and that's why you were hired in the first place. Instead of taking more than your share to prove yourself, let the quality of your work product speak for itself. Set limits on email so you don't always have to be on call and remember that you deserve a good work-life balance.

#### 2. You don't make self-care a priority.

When we prioritize our work and leave self-help aside, we send a message to ourselves and the world around us that we are not our own priority.



You can really believe that your work does not give you time to take care of yourself, but the fact is that you have to take the time because you are worth it. The feeling of being burned is not inevitable: taking care of yourself is a decision. In addition, if you make self-sufficiency a priority, you will have more energy to focus on your work and more resilience to deal with stressful work situations when they occur.

### 3. You don't trust yourself to handle change.

The simple thought of change often awakens our minds with questions like *What happens if my next job is worse than my current one? What happens if I change jobs and I'm still unhappy? What if I fail?*

Even minor changes, such as setting better limits for work, can still be intimidating because they interfere with what you are used to. And let's be realistic: habits - even bad ones - are reassuring at a certain level. But listening to your instincts is crucial and goes hand in hand with self-care in order to increase your self-esteem. And it's never too late to create new habits that respect each other. When we are afraid of change, we tend to be catastrophic and we fear the worst. Recognize that these are just thoughts and that it is normal to be afraid. Instead of being held back by your fears, remember that you are worth it and that you are able to deal with the changes you need to live a happier life.



#### Scenario

#### The Stress Cycle. How do you recognize it? What does it look like? (Nagoski, 2019)

You never stop. You work hard, maybe in a job you loved, but nowadays you have very little pleasure in it. There is never enough money, never enough time - never time to stop and consider change. You feel uncomfortable that something is missing, but you cannot even stop thinking about what it might be, because you are too busy rushing to the next project, the next appointment, the next meeting...

Every day, the cycle repeats, and every day, you wish for something more. If you can relate, there's a good chance you're caught in the **Stress Cycle**.

#### Elements of the Stress Cycle:

1. Short-term focus
2. Status-driven goals
3. Outer-directed priorities
4. Reactive decision-making

#### HOW DO WE END UP IN THE STRESS CYCLE?

Nobody would ever consciously enter **the Stress Cycle**, but why is it so common? Why are so many people trapped?

The truth is that most of us were drawn into the stress cycle before we even noticed what was really happening.

It starts at school, usually the first place where we feel a strong attraction to move on to the *next level*. When you're in high school, the next step is college. When we get to university, the next step will be to find a job. So, we get a diploma and a job and earn as much money as possible, because success means a bigger house and more and better things. Then we continue to earn more money to improve our status and get the next promotion. Even if we don't like our work - even if we *hate* what we do - we keep moving because we can't stop.

But by learning to resist attraction and ceasing to not just recognize but to use our most powerful talents as well, we can manage better our careers and their stressors. We can move from the stress cycle to the balance cycle.

By moving away from the stress cycle and entering the balance cycle, a person can build their career with less stress and more attention to those aspects of life that they consider most important.

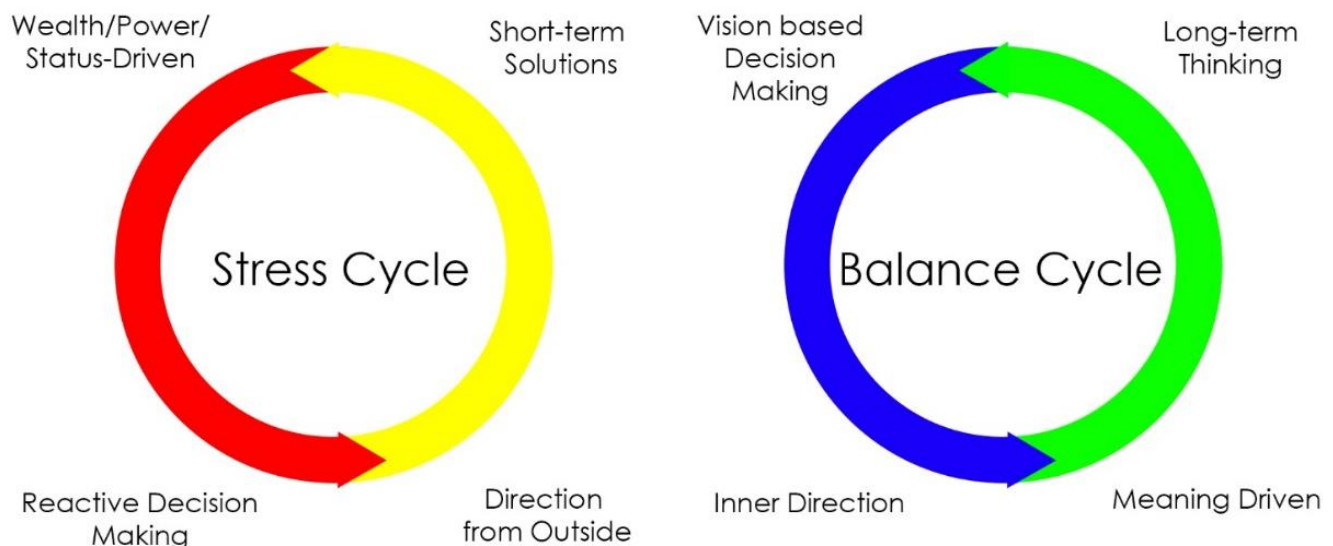


Photo 1: Stress and Balance Cycle

### WHAT IS THE BALANCE CYCLE?

**The Balance Cycle** is when you are looking ahead to the future through the positive lens of a Personal Vision. Instead of reactive, you are proactive. Instead of being upset by change, you expect and even embrace it.

Elements of the Balance Cycle:

1. Long-term focus
2. Meaning-driven goals
3. Inner-directed priorities
4. Vision-based decision making

You're more creative in the Balance Cycle and also less threatened. You have a good idea of what will lead to the greatest happiness and satisfaction in your life, and you follow it. You are more resistant to the system tug-of-war because you are strengthened by the internal navigation.



### Question

1. How do you move from the Stress Cycle to the Balance Cycle?

## 1.4 CONCLUSION

The first thing that you need to consider when dealing with a stress situation in the short or long term is: "Can I change the situation so that it no longer causes me stress? If there is a person in your life who is constantly negative and critical of you, are you able to distance yourself from that person? If there is a job you hold, can you make steps to look for a new job or get another position? There is a quote from a famous spiritual leader, Eckhart Tolle, who says: "If you complain, you become a victim. Leave, change or accept the situation. Everything else is crazy."

Stress management is also beneficial in reducing blood pressure, heart disease, digestive disorders and many other physical conditions. It also helps to improve sleep, mental health, cognition and libido. There are just too many advantages to list them all. It is clear why stress management is so important. Now let's take a look at some tips for stress coping.

There are many ways to reduce stress in your life, from exercise to diary to meditation. Let's look at some of the most common forms of stress management, including physical, mental, social, intellectual and environmental techniques.

There are different physical techniques that you can use. One of them is yoga. There are many videos for this exercise which includes stretching and strengthening the body in one line. You can start your day with 15 minutes of yoga to relieve tension in your body and free your mind. Morning jogging or other forms of cardiovascular exercise can help release happy hormones called endorphins into your system and can help avoid stress throughout the day.

Progressive muscle relaxation is another option of a physical technique dealing with stress relief. You start with your toes and work your way up to your forehead, expand part of your body for five to ten seconds and then relax or unwind.

You can also improve your diet in order to manage your stress in a better way. Cortisol, the hormone released during stress, whets the appetite for sugar and carbohydrate-rich foods. After euphoria, a high sugar content in the body can lead to mood swings and energy attacks.

Stress can lead to serious health problems and in extreme cases, even to death. Although these stress management techniques have a proven positive effect on stress reduction, they are only indicatives and people should consult qualified healthcare professionals if they have concerns about stress-related illnesses or if stress causes significant or permanent discomfort. Health professionals should also be consulted prior to major changes in diet or training levels.



## 1.5 FURTHER READING



- Cognitive Restructuring - <https://www.mentalhelp.net/stress/cognitive-restructuring/>
- What is the balance cycle? - <https://www.highlandsco.com/create-fulfillment-life-career/moving-from-stress-to-balance/>
- Stress management: Know your triggers. - <https://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-management/art-20044151>
- Stress Management for Life: A Research-Based Experiential Approach  
M. Olpin and M. Hesson, 2015
- Burnout: The secret to solving the stress cycle – E. Nagoski and A. Nagoski, 2019
- Stress management: Know your triggers - <https://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-management/art-20044151>
- Burnout: The secret to solving the stress cycle

## GLOSSARY

**Cortisol:** a steroid hormone, in the glucocorticoid class of hormones. When used as a medication, it is known as hydrocortisone.

It is produced in many animals mainly by the zona fasciculata of the adrenal cortex within the adrenal gland. It is produced in other tissues in lower quantities.<sup>[2]</sup> It is released with a diurnal cycle and its release is increased in response to stress and low blood-glucose concentration. It functions to increase blood sugar through gluconeogenesis, to suppress the immune system, and to aid in the metabolism of fat, protein, and carbohydrates. It also decreases bone formation.

**Psychological resilience:** the ability to mentally or emotionally cope with a crisis or to return to pre-crisis status quickly.

Resilience exists when the person uses "mental processes and behaviors in promoting personal assets and protecting self from the potential negative effects of stressors". In simpler terms, psychological resilience exists in people who develop psychological and behavioral capabilities that allow them to remain calm during crises/chaos and to move on from the incident without long-term negative consequences.

**Fight or Flight:** Walter Cannon identified the "fight or flight" response as early as 1932. It's a basic, short-term survival response, which is triggered when we experience a shock, or when we see something that we perceive as a threat. Our brains then release stress hormones that prepare the body to either "fly" from the threat, or "fight" it. This energizes us, but it also makes us excitable, anxious, and irritable. The problem with the fight or flight response is that, although it helps us deal with life-threatening events, we can also experience it in everyday situations – for example, when we have to work to short deadlines, when we speak in public, or when we experience conflict with others.

## TOPIC 2 – SELF-AWARENESS

### WHAT IS SELF-AWARENESS?

Deriving from ancient Greek aphorism "know yourself" and transmitted to Western psychology, the subject of self-perception was examined in the last century by philosophers and psychologists.

Self-perception is, simply put, a self-perception, with the essence of the self that makes its identity unique. These unique elements include thoughts, experiences and abilities.

The psychological research of self-perception dates back to the year 1972 when psychologists **Shelley Duval** and **Robert Wicklund** developed the theory of self-perception. They suggested the following: *"When we focus on ourselves, we evaluate and compare our current behaviour with our internal norms and values. We become aware of ourselves as objective evaluators of ourselves."*

Essentially, self-perception is seen as an important mechanism of self-control. It is important to comprehend that self-knowledge are not only notices of ourselves, but also the manner of perception and monitoring of our inner world.



#### Scenario

Have you ever judged yourself by your thoughts or experience? If so, then you are not alone, and it is time to work on a non-judgmental reflection about yourself.



#### Tip

Perhaps that is easier to say than actually do.

The next time you tend to judge something you have said or done, remember the question: "Is what I have experienced also a chance to learn and grow? Have other people perhaps made a similar mistake and learned from it?"

Self-knowledge goes beyond the accumulation of knowledge about oneself: it is also about paying attention to one's inner state with a beginner's spirit and an open heart.

Our mind is extremely skilled at storing information about how we respond to a particular event in order to make a plan of our emotional life. Such information often conditions our minds to react in a certain way when we encounter a similar event in the future.

Self-perception allows us to be aware of this conditioning and preconceived ideas of the mind that can form the basis for the liberation of the mind.

## DOES SELF-AWARENESS MATTER?

Self-awareness is the ability of monitoring our emotions and thoughts occasionally and it is helping us to understand ourselves in a better way, to be at peace with who we actually are and to proactively control our thoughts, emotions and behaviours.

Self-aware people tend to be conscious (and not passive), psychologically healthier and have a positive attitude towards life. They also have a deeper life experience and are more compassionate. Aspects of self-reflection, self-observation and self-awareness can lead to many benefits such as becoming a more accepting person, while aspects of rumination and mindfulness can lead to emotional stress.



In a study undertaken by Green Peak Partners and Cornell University, 72 executives at public and private companies were studied. They all had revenues from \$50 million to \$5 billion, and it was found that "a high self-awareness score was the strongest predictor of overall success.

In the mentioned study, self-awareness was the strongest predictor of overall success. And several other researches have shown it as a crucial trait of successful business leaders.

Self-awareness is also crucial for psychotherapists.

*"Therapists must be aware of their own prejudices, values, stereotypical beliefs and assumptions in order to adequately serve culturally diverse clients"* (Oden et al., 2009).

It has also been described as a *"precursor of multicultural competence"* (Buckley & Foldy, 2010). In other words, self-confidence enables consultants to understand the differences between their own experiences and those of their clients. This can help consultants to avoid judgments about their clients and be better at understanding them.

## 2.1. WHO AM I?

"Knowing others is wisdom, knowing yourself is Enlightenment." - Lao Tzu

### WHY IS IT HARD TO BE SELF-AWARE?

If self-awareness is so important, why aren't we more self-confident? The most obvious answer would be that most of the time we just aren't present to be observing ourselves. In other words, we are not here to pay attention to what is happening inside or outside us, that is around us.

Psychologists **Matthew Killingsworth** and **Daniel T. Gilbert** have found that almost half of the time we work on "autopilot" or unconsciously of what we do or feel when our minds get lost elsewhere than here and now. In addition to the constant wandering of the mind, various cognitive prejudices also affect our ability to understand ourselves accurately; we tend to believe stories that are supporting our pre-existing self-esteem.



#### Scenario

If we have a solid belief that we are a high-quality and loyal friend, then we are likely to interpret events—even the ones where perhaps we did make a mistake—as an anomaly of our identity as that "loyal friend." This pre-existing belief about ourselves might influence how we handle the aftermath of, say, forgetting about a lunch date with a friend.

Additionally, **confirmation bias** may cause us to seek or interpret information in a way that confirms our preconceived notion of something. Have you ever had this feeling when you accepted a job offer, but are still looking for an extra assurance that this truly is the perfect job for you? This is an example of a prejudice of affirmation in its best way.

In addition, a lack of willingness to seek feedback could also harm us if we want to have a more holistic view of ourselves through the eyes of others.

If we want to cultivate our own self-awareness, how do we reconcile that with these psychological tendencies where we only acknowledge certain versions of ourselves? It is not easy, but there are some options.

**Daniel Kahneman** explains in his 2010 TED Talk "**The riddle of experience vs. memory**": "What further complicates the picture is the different aspects of the self we relate to in everyday life."

He explains how we think about the experience at the moment and how we remember that the experience can be very different and share only 50% correlation. This difference can have a significant impact on the story we tell to ourselves, on our relationship to ourselves and others, and on the choices we make, even if we don't notice the difference most of the time.

It would appear the general population going insane. People are increasingly dissatisfied, burned out, ill, anxious, acting out, all of which is a reflection of the changing grid frequencies that are accelerating.



This takes us to self-awareness. Who are you? Who are you becoming? What is your **self-image**? An important question in self-image goes to, "What is the basis of your self-image -- your own preconceptions or the evaluation of others? What is the true foundation of your self-image? If you look good, you feel good. If you are working on yourself, your energies levels and conscious awareness increases.

Self-awareness, as it denotes, means becoming aware of yourself – of your limitations, emotionally and physically, and your learned challenges. Anything that blocks your way to finding out your soul purpose will be addressed and answered. Take a look at your to DNA (genetic bloodline) patterns, your age, medications you are taking, substance abuse, diet, amount of sleep you are getting, unresolved issues that have festered for years, the influences of those you live near of with, people you are forced to work with, what makes you feel out of balance, your physical appearance such as being overweight, etc.

Awareness is the first step in the creation process. As you grow in self-awareness, you will better understand the reasons of your feelings and the reasons of your behaviour. That understanding then gives you the opportunity and freedom to change those things you'd like to change about yourself and create the life you want. Without fully knowing who you are and self-acceptance, changes become impossible. Having clarity about who you are and what you want (and the reasons you want it), empowers you to consciously and actively make those desires to manifest in a physical reality. Otherwise, you'll continue to get caught up in your own internal dramas and unknown beliefs, allowing unknown thought processes to determine your feelings and actions. If you think about it, not understanding why you do what you are actually doing, and feel what you are actually feeling is like going through life with a stranger's mind. How could you make wise decisions and choices if it is impossible for you to understand why wanting what you want? Never knowing what this stranger is going to do next, is a difficult and chaotic way to live.



Tip

There are many books, CD's and Programs you can find on the Internet to help you to move into consciousness. It is recommended to ask for professional help, a psychiatrist, at least for evaluation. Working with counsellors can also be influential if one is able to find the right person. Don't let that person keep you in 'dream land' though with metaphysical thoughts, jargon and other related theories that are outdated. Move along quickly.

**Create some space for yourself.** It is quite difficult being in a dark room without any windows and seeing things clearly. The space you create for yourself represents this gap on the wall where you let the light through, so it is crucial to allowing yourself some time and space every day - perhaps the first thing you can do in the morning or half an hour before bedtime, is staying away from any digital distractions and spending some time by yourself, reading, writing, meditating, overall, connecting with yourself.

**Practice mindfulness.** Mindfulness is the key to self-awareness. **Jon Kabat-Zinn** defines mindfulness as "special attention, voluntary, at the present moment, without judgment. Through the practice of mindfulness, you will be more present to yourself, so that you can actually "be there" to observe what is happening inside and outside you. It's not about crossing your legs or suppressing your thoughts. It's about looking at your inner state as it manifests itself. You can practice mindfulness at any time by listening, eating or walking consciously.

**Keep a journal.** Writing helps us not only to deal with our thoughts, but also to feel connected with ourselves and being at peace. By letting thoughts flow on a piece of paper, writing can create more headroom. Different research show that writing things we are grateful for, or even things we struggle with, helps to increase the level of happiness and contentment. (Rambhad 2019)

You can also use the log to record your internal status. Try it at home - choose half a day during the weekend, pay special attention to your inner world – your feelings, what you say to yourself and write down your observations every hour. You might be surprised at the things you have written down!

**Practice being a good listener.** Listening is not the same as being a good listener. Listening means being present and paying attention to the emotions, body movements and language of others. It is about showing empathy and understanding without constantly evaluating or judging. If you become a good listener, you will also pay more attention to your own inner voice and become your own best friend.

**Gain different perspectives.** Ask for feedback. Sometimes we may be too afraid to ask what others think of us - yes, sometimes feedback can be biased or even dishonest, but you will be able to distinguish it from real, authentic and balanced feedback if you learn more about yourself and other people. Research has shown that 360-degree feedback in the workplace is a useful tool for improving managers' self-confidence (ACTPS Performance Framework). We all have blind spots, so it is useful to have a different perspective to get a more complete picture of ourselves.

Self-awareness, as *"arguably the most fundamental issue in psychology, from both a developmental and an evolutionary perspective"* is a rich and complicated subject (Rochat 2003).



### Question

As humans, we may never fully understand each other if there is such a goal. But perhaps it is a journey of exploration, understanding and becoming that makes life worth living. Whether you want to better accept yourself or others, cultivating self-perception is a good starting point.

1. Would you say you are a self-aware person? How do you see the role of self-awareness in your professional and personal life?

## 2.2. ANALYSE THE SITUATION

Self-awareness is knowledge about your ticking. It means an understanding of one's own needs and desires, knowing one's strengths and weaknesses and being able to assess one's emotions accurately. The self-aware people are able to know themselves deep down inside.

The way researchers (Brooks-Gunn, Lewis and Jaskir) explore self-awareness of animals and babies by putting a red dot on their forehead while they are sleeping or are under anaesthesia. Then they place the animal or the baby next to a mirror. And later wait to see what happens when the subject they are investigating wakes up and looks into the mirror.



### Question

The indicator that subjects are self-aware is when they touch the spot on their forehead - instead of touching the spot in the mirror. This is because the action of touching the dot on their face indicates that the subjects understand that they are looking at an image of themselves.

Obviously, if you looked into a mirror, you'd know yourself right away. But how well do you really know the person being reflected upon? For example, could you answer all the following questions:

1. How does this person think?
2. What does this person find significant?
3. What is this person's passion?
4. What are this person's interests? What do this person like to do?
5. What are this person's talents?
6. What is this person enjoy doing?
7. What are this person's beliefs (activating and limiting beliefs)?
8. What are this person's values?
9. What should they do on planet Earth?
10. What emotions do this person's feel most of the time?
11. What is this persons feeling right now?
12. What makes this person angry?
13. What makes this person stressed?
14. Why is this person acting like this?
15. Who is this person among the social self and what is he created to adapt to?
16. What impression do this person make on others?
17. What values inspire this person?
18. Does this person show an ability to build strong relationships with family, friends and mentors?
19. Is this person satisfied with his/her life as it is?
20. How do I measure my self-worth?
21. What is this person's most significant achievement?
22. Does this person have a goal?
23. What does this person admire most about himself/herself?
24. What would this person crush if it happened?
25. What does this person regret doing?

26. How does this person spend his/her free time?
27. How does this person deal with a change?
28. Is this person good at establishing boundaries?
29. What is the best advice this person ever received?
30. What is this person's ideal lifestyle?
31. Does this person believe people can change?
32. How is this person's relationship with himself/herself?
33. Is this person adaptable?
34. Is this person good at letting go?
35. Is this person a thinker or a doer?
36. How big is this person's ego?
37. What worries this person about his/her future?
38. What is this person's secret?
39. What is the one thing this person will never do?
40. Does this person give as much as he/she takes?
41. What's the one thing this person would like to have right now?

You may not be able to answer most of these questions. After all, most people can't. If you want to gain more self-confidence, a good way to do this is to practice self-awareness.



### Activity

Below you'll find 11 self-awareness exercises to help you to get to know yourself better.

#### 1. Apply Feedback Analysis.

The Jesuits are a religious male order within the Catholic Church. Whenever a Jesuit makes an important decision, he writes down and make notes on how he made his decision and what are his expectations. Nine months later, he compares the actual results with what he had planned. (Di Biase, 2015)

This method enables the Jesuit to do the following:

- Notice what worked and what didn't.
- Evaluate the decision-making process.
- Note the shortcomings in the cause-effect analysis and in the way a person comes to conclusions.
- Apply feedback and make better decisions in the future.
- The analysis of the feedback can also highlight the skills that Jesuits need for further development.

**Warren Buffet** also uses feedback analysis. According to Harvard Business Review, when Warren Buffet makes an investment decision, he carefully explains why he is making the investment. The journal entries represent a historical record that makes it possible to assess the accuracy of investment decisions.

You can start by applying feedback analysis in your own life to better understand the process of making your decisions and how to improve your decision-making process. Begin with an every-day important decision by codifying your rationality and motivation, about nine months later, reflect and evaluate the results.

## 2. Take Psychometric Tests.

Psychometric tests can help measure a person's abilities, numerical or verbal abilities, or a personality type. Although the results of these tests should not be considered evangelical, they are a good way to learn more about yourself and increase your self-confidence.

## 3. Identify Your Strengths and Weaknesses.

One of the most important things about knowing yourself is what your strengths and weaknesses are. This will allow you to concentrate on the first and to manage the second. Take a moment to write down the answer to the following question: *"What are your strengths?"*

There are many tips to identify areas of weaknesses that need to be strengthened:

- Ask yourself which tasks you constantly avoid.
- Think of your mistakes. Is there a common pattern for these errors? What is the weakness of these failures?
- Think of every assessment you have received, whether at school or at work. Is there anything people keep telling you to work on?
- Think of what are you good at.
- What have others complimented you about?
- What have others complained you about?
- What have others had to help you with more than one occasion?
- When do you have to ask for help?
- Which projects and tasks seem to drain your energy?
- Which projects have you spent hours on without getting tired?
- What tasks do you leave until last on your to-do list?
- What drains your energy?
- What are your hobbies, and why do you like doing them?

## 4. Ask People You Trust for Feedback.

There is a popular laugh to put a little note with a certain word on another student's back. The trick was to do it in a subtle way so that the other child would not notice that something was being put on his back. The note usually said something like *"I'm stupid"* or *"Hit me"*. The laugh is on the child who is not aware of this sentence being stick to his back, but everyone else knows about it. Our personalities are similar. **We all have a blind spot:** things about ourselves that we cannot see, but others can.

In addition, you can never be sure how to create the impression of being in contact with others before asking them the question. So, if you want to become more confident, ask a few people you trust to give you their opinion about your personality. Ask for positive and negative comments, as well as any advice they can give you on how to improve.

## 5. Listen to Your Self-Talk.

Think of your thoughts as a river where you swim. Get out of the river occasionally and sit on the shore. Then watch the river and listen to it.

Write down what you hear from the river. Try to copy word by word of what you hear. If you do this twice per day for a few days in a row, create a record of what your speech really looks like. Then read your notes and you will realize what you are saying to yourself all day long.

## 6. Keep Morning Pages.

If you want to become more aware of yourself, add the **morning pages** to your morning routine. Morning Pages is an exercise that **Julia Cameron** introduces in her book "*The Artist's Way*".

These are three sides of a long-term conscious writing process that takes place within the first hour of the morning. For fifteen to twenty minutes, just write about your concerns.

In addition, the psychological benefits of outsourcing thoughts are well documented by the diary. By taking care of the morning pages you will get to know yourself better and strengthen your immune system.

## 7. Label Your Emotions.

Part of being self-aware is understanding your emotions. How are you feeling right now? How many emotions have you experienced in the last 24 hours? What's the most common feeling in your life now?

Many people have a very limited vocabulary when it comes to expressing the emotions they feel, which limits their ability to be fully conscious and the ability to understand their feelings. If you improve your emotional labeling, you will not only lead a richer emotional life, but also be able to respond more appropriately to the happening around you.

One way to get better at labeling your emotions is by becoming familiar with the **Plutchik Wheel of Emotions**.

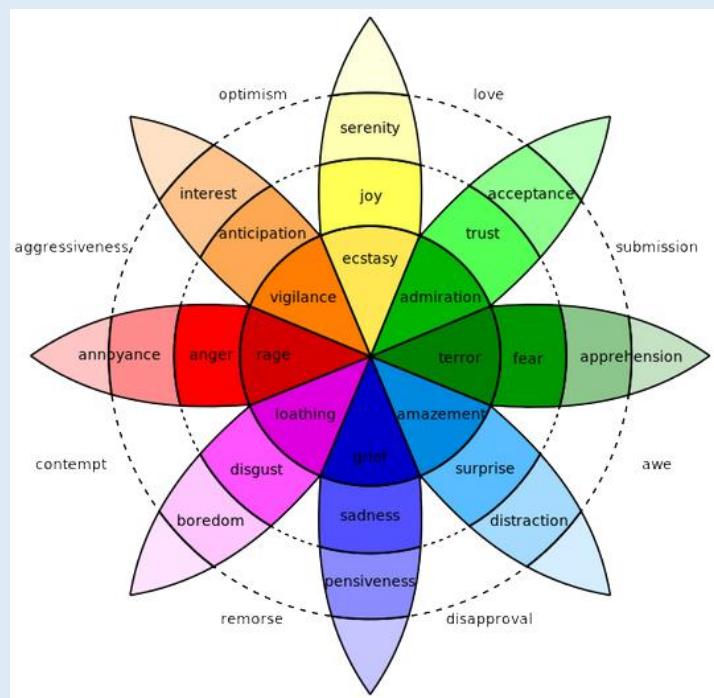


Photo 2: Plutchik Wheel of Emotions

## 8. Have a Life Vision and Mission.

Do you tend to just survive the life, or do you live intentionally and work to create the kind of life you want? People who are not self-aware usually fall into the first group, while people who are self-aware usually fall into the second group. A great way to begin conscious living is to create a vision and a model.

A vision statement answers questions like the following:

- What will be your legacy?
- What will your life look like in 20, 15, 10 and 5 years?
- What's your North Star? What are your long-term goals?
- What is your dream?
- How would things be different if your dream came true?
- What will you look like in 3 to 5 years from now?
- Who or what cause do you focus on?

A mission statement answers the following questions:

- What am I doing?
- Who do you want me to do it for?
- How do I do that?
- What role do I play?
- What challenges do I face?
- What am I capable of?

Increase your self-confidence by creating a mission statement.

### 9. Create a Personal Manifesto.

"A personal manifesto is a declaration of your core values and beliefs, what you stand for, and how you intend to live your life." (M. Fabrega)

Identify or become aware of your core values and beliefs, and then describe how you intend to live further on by respecting those values and those beliefs. That's your personal manifesto.

### 10. Question Your Automatic Thoughts.

Often times, our automatic thoughts are negative and irrational. Not self-aware people will often accept these thoughts as true and distort their perception of reality.

On the other hand, a self-confident person is aware of the cognitive distortions they tend to experience. This allows them to challenge irrational thoughts and replace them with better thoughts that more accurately reflect reality.

These are three cognitive distortions to watch out for (Marchi, 2016):

- **All-Or-Nothing Thinking:** See things in black and white. If your performance is not perfect, consider yourself a total failure.
- **Mental filter:** You choose a single negative defeat and focus exclusively on it so that your view of reality is distorted.
- **Disqualify the positive:** You dismiss positive experiences by insisting that they "don't matter" for one reason or another.

### 11. Create a Bucket List.

What does a **bucket list** have to do with self-awareness? Creating a bucket list can help you to identify what you want to be, do, experience, and have in life. And knowing all that will make you more self-aware.

Take your bucket list and turn it into long-term, mid-term, and short-term goals.



## 2.3 EVALUATE YOUR OWN SUCCESS

Improving your efficiency or effectiveness depends on how you identify and evaluate success. It is easy to win here and there, but repeated successes over a long period of time can only be achieved through hard work, analysis and reinforcement. Below are five ways to evaluate your success, how you got there and what you need to do to keep it up to date.

### 1. Establish a clear baseline.

At first, you must establish a bottom line. Here you expect to work if nothing changes. It's some sort of a control group in a scientific experiment - a non-fake sample that you can track in addition to actual performance. If you provide a subset for comparison, you can determine the rate of success. But we want to do much more than just appreciate success. This brings us to the second step.

### 2. Quantify what success means for your team.

Now that we've established what a normal performance would look like, we can set ourselves the goal of determining the level of performance that we would consider a success. Without anticipating what it means to be successful, you will find it difficult to monitor your progress without knowing whether your team is on the right track in terms of internal expectations. The definition of a quantifiable and measurable target allows a more accurate analysis. It also allows you to hold your team accountable because it has something special to do.

Another way to measure and challenge your success is to set an extreme level of success to be actively achieved. It's not just a cliché of shooting at the moon and landing between the stars. This method gives your team the freedom to always look for more. When an initial success is achieved, it can be instinctive to slow down on the gas pedal while on the hill, so adjusting this extra level will motivate you and your team to continue working on improvement.

### 3. Don't ignore the competition.

While it is always important to measure success by previous performance, it would be a mistake not to also track the movements and performance of others. This concept applies to both the professional and sporting sectors. When master swimmers run, they change the breathing sides for several reasons - one of which is to keep an eye on what is happening in the corridors around them. Monitoring their competitors' progress allows them to assess their own speed, gain motivation and develop strategies to stay one step ahead.

If you allow your team to outwardly direct its competitive spirit, it will not only be a good guide to success, but also an additional motivation in its efforts to achieve its goals.

### 4. Take note of any positive or negative outliers.

We've all heard the saying *a team is as strong as its weakest link*. This is a universal truth that also applies to the world of sales. An entire team can be overthrown by the actions of an individual. Conversely, a team can be formed by a particularly strong contributor.





Taking the time to determine whether a particular person is falling or raising the team is a good habit. Once you have identified a person, you can determine whether their level of success has a major impact on overall productivity and team success. When they bring the team down, see if their detours can be reversed. If this is a positive addition, see if you can help other members of your team to adopt some of the same habits and attitudes.

### 5. Assess your level of involvement.

The last four steps identified many different criteria for monitoring and evaluation. But don't forget to judge yourself as a manager.

The priority of a leader should be to ensure that everything works well for his team and that the team is equipped with the tools and skills necessary in order to succeed. If you get too involved in the daily life of your team, step back to ensure that you are fully fulfilling your manager role. If you are fully committed to your leadership role and still have time to participate in the sales, that is one thing. But if you limit yourself a little as a leader and manage by interfering too much in more detailed tasks, you slow down the dynamics of your team as well as your growth as a manager.

It is usually easy to determine whether a team is successful, but how can you repeat these successes? By defining a baseline, clarifying your definition of success, monitoring your competitors, analysing your team's players and evaluating your management performance, you can better assess and evaluate your team's success and potential.

What is the most important characteristic of a manager? You could say its integrity. Others will say it's being a good motivator. But psychologist and author **Sherrie Campbell** believes that self-awareness - the ability to monitor one's own emotions and reactions - is the key factor for leadership success. *"Self-confidence allows us to keep our feet on the ground, listen and stay focused. When leaders are rooted, they are able to be effective and conscious by staying at work and listening to the people around them. Leaders who have the ability to control their minds and emotions help the people around them to develop their own self-confidence and be successful."*

Learning to become self-aware is not always easy but mastering this ability can help you become a much more effective leader. Campbell shared these seven tips to improve self-confidence.

Keep an open mind. If you have the ability to regulate your own emotional world, you can be in harmony with the emotions of others. To be a successful leader, you need to be curious to discover new people and everything they have to offer. This shows that you can be a team player and that you don't have to be number one. The more open you are to others, the more creative you can become.

- **Be aware of your strengths and weaknesses.** Self-confident people know their own strengths and weaknesses and can work from here. Being aware of this means knowing when to ask for help and when is better to be alone.
- **Stay focused.** As a leader, it is important to connect with the people around you. But you can't make these connections when you're distracted. Practice concentrating over time without being involved in social media, emails, and other small distractions.
- **Set limits.** A leader must have solid boundaries. Be warm to others but say no if you have to say no. Be serious in your work and passions and hold your limits to maintain the integrity of your goals and the work you do.
- **Know your emotional triggers.** Self-confident people are able to recognize their emotions as soon as they arise. Do not suppress your emotions and do not deny their causes but be able to bend and bend with them and treat them fully before communicating with others.

- **Accept your intuition.** Successful people trust their instincts and take the associated risks. Your instinct is based on the survival of the fittest and the need for success. They're telling us what to do next. Learn to trust and use them.
- **Be self-disciplined.** Good leaders tend to be disciplined at work and in all areas of their lives. It is a feature that gives them the sustainable direction necessary for strong leadership.



## 2.4 CONCLUSION

Self-awareness means that you have a strong awareness of your personality, including your strengths and weaknesses, your thoughts and beliefs, your emotions and motivations. If you are self-aware, it is easier for you to understand others and how they perceive you in return.

Many people assume that they have a healthy self-confidence, but it is better to look at a relative scale to see where they meet in relation to others. Awareness creates the possibility to change one's behaviour and beliefs. People who are self-aware know themselves. They know who they are, what they want and why they behave the way they do. This enables them to consciously shape the life that suits them best. Live your best life by increasing your self-confidence.

As you develop self-perception, your own thoughts and personal interpretations will begin to change. This modification in mental state will also change your emotions and increase your emotional intelligence, which is an important factor for overall success. Learning to develop more self-confidence is a first step in creating the life you want. It helps you to recognize your passions and emotions and how your personality can help you in life.

You can recognize where your thoughts and emotions lead you and make the necessary changes. Once you become aware of your thoughts, words, emotions and behaviours, you will be able to make changes towards your future.

## 2.5 FURTHER READING



- Daniel Kahneman - The riddle of experience vs. memory, 2010.
- Sherrie Campbell - Loving Yourself: The Master of Being Your Own Person, 2012.
- R. Rambhad - THE 20 POWERFUL KEYS TO A BETTER LIFE, 2019.
- S. A. Di Biase - Advancing Your Tech Career: A Handbook, Volume 1, 2013.
- M. Reading - Patterns of Cognitive Distortion in *Managing the Impact of Traumatic Stress on the Child Welfare Professional*, 2016.
- M. Fabrega - How to Write a Personal Manifesto <https://daringtolivefully.com/personal-manifesto>
- E. B. McNeil - International relations and the Psychologist: The Scientific Gulf in *Bulletin of the Atomic Scientists*, 1963
- ACTPS Performance Framework - The Art of Feedback: Giving, Seeking and Receiving Feedback  
[https://www.cmtedd.act.gov.au/\\_data/assets/pdf\\_file/0003/463728/art\\_feedback.pdf](https://www.cmtedd.act.gov.au/_data/assets/pdf_file/0003/463728/art_feedback.pdf)

# GLOSSARY

**Confirmative bias:** *In psychology and cognitive science, confirmation bias (or confirmatory bias) is a tendency to search for or interpret information in a way that confirms one's preconceptions, leading to statistical errors. (from sciencedaily.com)*

**Wheel of emotion:** *Psychologist **Robert Plutchik** states that there are 8 basic emotions: joy, trust, fear, surprise, sadness, anticipation, anger, and disgust. Plutchik's wheel of emotions illustrates these 8 basic emotions and the various ways they relate to one another, including which ones are opposites and which ones can easily turn into another one. This framework helps bring clarity to emotions, which can sometimes feel mysterious and overwhelming. To improve your understanding of emotions, Plutchik's wheel of emotions is a great place to start. (from 6seconds.com)*



## TOPIC 3 – PERSONAL DEVELOPMENT

Personal development involves various activities aimed at improving the awareness and identification of the individual, developing his or her talents and potentials, developing human capital and increasing employability, improving the quality of life and contributing to the realisation of dreams and ambitions. Personal development takes place throughout a person's life.

**Maslow** proposes a hierarchy of needs by putting the self-realization of the individual at the top of the pyramid, defined as "the desire to become more and more who we are, to become everything we can become".

Maslow himself believed that only a small minority (about 1%) of the population was successful and that his hierarchy of needs meant that for organizations, self-realization or personal development was only possible at the top of the corporate pyramid, while job security and good working conditions met the needs of employees in the lower layers of the system.

When work organizations and markets were structured at the global level, responsibility for development shifted from the company to the individual. In the Harvard Business Review in 1999, Printer wrote:

We live in an era of unprecedented opportunity: If you have ambition and intelligence, you can reach the top of your chosen profession no matter where you started. But with the opportunity comes the responsibility as well. Today, companies no longer manage the careers of their employees; knowledge workers must actually be their CEOs. It is up to an individual to find his place, knowing when he needs to change course and staying engaged and productive for an active life that can last about 50 years.

Companies must lead people individually and conclude a new employment contract in which they recognize that personal development creates economical value: market performance is not created by the omnipresent wisdom of managers, but by the initiative, creativity and skills of all employees.

On the other hand, employees should recognize that their work involves personal development and "embrace" the stimulating power of continuous learning and personal development. It is necessary to move from a system of career plans set by companies to a strategy defined by the individual and adapted to the needs of companies in an open landscape of opportunities.

Employee surveys can help companies identify their personal development needs, preferences and problems and use the results to design performance programmes. Typical programs in this category include:

- Work-life balance,
- Time management,
- Stress management,
- Health programmes,
- Therapy.

These human resource development programmes aim to strengthen human capital or improve its productivity, innovation and quality. Such programmes would not be a cost, but an investment, the results of which would be linked to a company's strategic development objectives. Employees access these programs through a selection based on the employee's value and future potential, employees with high perceived potential, key individuals, sales staff, research staff and future executives.

Personal development is also a management tool, as is the planning of personal development, the assessment of competence levels using a competence grid or feedback from a questionnaire completed by colleagues at different levels of the organisation.



## 3.1 PERSONAL DEVELOPMENT PLAN

### WHY DO YOU NEED A PERSONAL DEVELOPMENT PLAN?

Have you ever gone on a holiday without planning it in advance or with little planning?

Many people did, and instead of making an adventurous and spontaneous journey, they were frustrated because they had to plan everything during the journey. It is very difficult to fully enjoy the journey where you have to constantly think about where to sleep, what to eat and where to go. It is much easier to travel if you have at least an overview and an idea of where you want to go and a basic plan of the things you want to do. It's even easier if you have a more detailed plan.

The same applies to the journey of life. Many people live their lives without planning or with little planning, so it is not surprising that they end up frustrated or wondering: "How did I end up here? It is therefore important to draw up a plan in advance.

**Jim Rohn** said: *"I find it fascinating that most people plan their vacations with better care than they plan their lives. Perhaps that is because escape is easier than change."*

If you don't think and plan ahead, you can easily find yourself angry, frustrated and dissatisfied with your life.

There are other advantages to having a **personal development plan**. If you ever feel lost in life, all you have to do is to look at your plan and remember where you want to go. A personal development plan is your guide to life! By "planning" your future, you have a better sense of control over your life and can make better decisions along the way. If you are a driver and want to make your journey more enjoyable, you need to know where you are going and how to get there. Good preparation reduces the risk of something going wrong during the trip.

It is the same with a personal development plan - it increases the chances that your life goes in the right direction. If you like the idea of a personal development plan, you're probably wondering, "Where to start?"

### A STARTING POINT

A **personal development plan** helps you to structure your thinking. We plan and think constantly in our minds, but very often we forget important details and do not create a realistic strategy to achieve this plan. Therefore many "plans" remain in our dreams.

A **personal development plan** is a process of defining what is important to you, what you want to achieve, what strengths you already have, what helps you achieve your goals, and what you need to improve and develop over time.

When you develop or design something new, it is usually not finished overnight. Therefore, you need to be prepared for every important plan to take your time.

To make things easier, it is a good idea to have a **model personal development plan**.

### A model for a personal development plan

A personal development plan helps you to structure your thoughts and create a strategic plan in order to achieve your goals.



If you want to do something important, you need to take the time to create a detailed plan.

There are important elements to consider when developing a personal development plan. Here are 9 steps that can help you create a good personal development plan:

1. Define your goals
2. Prioritize
3. Set a deadline
4. Understanding your strengths
5. Identification of opportunities and risks
6. Development of new skills
7. Take action
8. Request help
9. Measuring progress





## 3.2 DEFINE YOUR GOALS

What is important to you? Which new skills do you want to get? Which achievements would make you happier? Do you have unfulfilled dreams that you can realize now? Would you like to take the next step in your career? Want to get a better job?

The first step is to define the goals that are really important to you. It can be something that has to do with your career, but it can also be something that enriches or improves your personal life (e.g. losing weight, starting a new hobby or activity or learning a new language).



### Activity

**Step 1:** Write down 5 to 10 goals that are important for you to achieve.

Template for the personal development plan

Step one:

Important goals that I want to achieve:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

### PRIORISATION

Which of the goals you mentioned is the most important? It is your main objective that will be at the **heart of** your **concerns**. Perhaps you would like to change your career, achieve good physical fitness or acquire new skills. Are there any **transferable skills** (skills you can teach in different areas of life) that are important for your success? For example, improving your oral skills can lead to more self-confidence, better relationships and communication with others, and even commercial success (e.g. more successful negotiations and more sales).

The purpose of a personal development plan is to help you to expand your knowledge, develop new skills or improve important areas of life.



### Activity

**Step 2:** Look at your list and choose a goal that is most important to you and will be the first you will work on.

### SET A DEADLINE

If you have a goal, but don't know when you want to achieve it, chances are good that it will never happen. If you are also planning to complete a major project in a very short period of time, there is a good chance that this will not happen either. When planning, you must be realistic and precise, mostly you need to make good time assumptions. Instead of saying, "I want to be a millionaire one day," it's better to make a plan to double your income this year. How long will it take you to reach your goal?

Once you have a realistic schedule for your goal, it is important to commit to achieving it. Be serious about this. If you don't take your plan seriously, no one else will. Instead of focusing on the problems and obstacles that can arise, think about how good you will feel when it will be done. You can also define how you reward yourself when you reach your goal.



### Activity

**Step 3:** Set a deadline.

### TO UNDERSTAND THEIR STRENGTHS

Everyone in the world is good at something and has above average skills/strengths in certain areas. Even if you are not a talented singer, actor or artist, you can still be a good parent, an excellent listener or a caring person.

What are your main strengths? If you are not sure about the answer, ask your friends and family. Ask "What do you think are my greatest strengths?" You'll be surprised by the answers. Your main strengths are the ones that makes you unique and special. No one can ever take that away from you. It is very important that your trust is aware of your strengths. Are you a well-organized, patient, persistent, sociable, open-minded, intelligent, courageous, fast learner, talented, open-minded...?



### Activity

**Step 4:** Once you have understood your strengths, note which of these strengths can help you achieve your goal.

## IDENTIFYING OPPORTUNITIES AND RISKS

Your current behaviours and habits may or may not help you achieve your goal. What are your habits or actions that endanger the achievement of your goal? Those are the things you have to stop. For example, if your goal is to live up to 100 years, you need to quit smoking, quit buying junk food, you need to take care of things, etc. On the other hand, there are new actions that make it much easier for you to achieve your goals.

What actions can you choose to start to help you achieve your goal? If you want to save more money, you can start managing your money, watch your expenses, spend less money, etc.



### Activity

Write down 5 things you are committed to start doing and stop doing.

**Step 5:** Create a to-do list and a stop-doing list!

START DOING	STOP DOING
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

## DEVELOPING NEW SKILLS

A personal development plan is a plan on how to get from where you are now to where you want to be in the future.

For example, if your goal is to move into the next phase of your career, you need to develop new skills. If you want to start your own business, you need to learn about marketing, sales, entrepreneurship, finance, etc.

For everything you want to achieve and have in life, there is a price to pay in advance. Decide what you really want and then determine the price you have to pay in order to achieve it. Remember that in order to achieve something you have never done before, you must also do something you have never done before. You have to become someone you've never been. Whatever you want, you will have to pay the price in terms of sacrifice, time, effort and self-discipline.

In other words, to achieve something you've never achieved before, you need to develop skills you've never had before, and start working on those skills as quickly as possible. What skills or knowledge will help you achieve your goal?

**Activity**

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**Step 6:** List the skills you need to develop to achieve your goal.

**ACT, ACT, ACT**

If you want to achieve a great goal, there will be many measures that you have to take.

**Activity**

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**Step 7:** Make a note of at least 3 to 5 most important actions you need to perform for the defined period.

**RECEIVE SUPPORT**

Who can help in order for you to reach your goals faster?

If you want to change your career, you can consider talking to a career counsellor; if you want to lose weight, you can have a fitness coach; if you want to improve your finances, you can talk to a financial counsellor.

**Activity**

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**Step 8:** Create a list of all the people who could help you reach your goal.

## 3.3 MEASURE PROGRESS

When you try to grow as a person, monitoring your progress is a natural way. Since the personal goals and values of each individual are different, it is important to first determine the measuring concept and what you are working on. Evaluate the areas of your life where you want to grow and improve, and then set concrete goals for growth in those particular areas. As you work towards your goals, check your health regularly to assess your progress.

**Create a list of your personal values.** Before you measure your growth or even set goals for yourself, think about what is most important for you. This helps you determine the specific areas in which you want to develop and grow. Write down everything that seems important to you as an individual.

- For example, your list could include things like starting a family, pursuing your dream career, or helping people in need.
- To help you identify your values, try looking at a list of core values and thinking about which ones are most important to you.
- You can also think of people you admire and identify the qualities that are most important to you. For example, you may appreciate the courage of your mother and want to develop this quality within yourself.

**Specify what you want to change.** Once you understand what is important to you in life, think about where you want to see improvements. Take your time to think honestly about what you are doing and what you find unsatisfactory.

- For example, if one of your key values is to improve the environment, think about what you have already done to make a difference. Recycle yourself? Do you participate in non-profit programs that focus on the environment? What else do you think you can do?
- When you think about things you want to change or improve, write them down.



### Scenario

You may find it helpful to sit down with a trustworthy friend or a loved one person and reconsider your strengths, weaknesses and priorities.

**Set yourself SMART goals.** Once you have decided to focus on certain areas of personal growth, it is time to set some goals. In order not to be overwhelmed, set yourself specific, measurable, achievable, relevant and time-bound goals (SMART).

Select 1-2 specific areas of your life that you would like to improve all at once.

- For example, if your main goal is to become an archaeologist, you could start by setting a SMART goal to apply to five universities that will offer strong archaeology programs in the upcoming year.
- Not all your goals need to be big or dramatic. You can also set yourself small and simple goals, such as the habit of walking 15 minutes a day.

The best **motivation** to persevere in achieving your goals is your own progress. Even if it's a small improvement, it's worth of mention. It is important to recognize that you are making progress and to write down what you are doing well.

**If something's not going so well, what else can you do?** If something is not going well, it means that you have to change (or improve) the strategies you are using. If you do the same things many times in a row, you always get the same results. If you want better results, you have to change something.



### Activity

**Step 9:** Write down the things you need to improve and define new strategies that you will try out. Your responsibility is to make things work for you.

What's working well (my accomplishments)	What do I need to change (improve)

This 9-step personal development plan template helps you to create a detailed plan for the goal that matters most to you. You can use the same template to work on the other important goals, or you can use this short version of the template to quickly plan lower priority goals.

A personal development plan is a very effective way to evaluate your life, define what is really important to you, and start working on the things that matter most. Often in our lives we are so busy with our daily activities that we rarely have time to think and plan.

Exercises like these can help you to clarify your most important goals and develop realistic strategies to achieve them.

**Reward yourself for your achievements.** Celebrating your successes will help you recognize your progress and encourage you to continue working towards your personal growth goals. Congratulate yourself on small steps and reward yourself with something special if you take big steps.

- For example, if you are working to improve your learning habits, you can reward yourself with 30 minutes of learning by watching a fun video.
- If you pass an exam, you can go to a dinner with friends to celebrate.

**Be prepared for setbacks.** If you are working on growth in any area, setbacks and mistakes are inevitable. If they do occur, don't be too hard on yourself - remember that this is a normal and inevitable part of progress. If you make a mistake, take some time to rest and think, if necessary, try again.

- If you get discouraged, you may find it useful to check your overall progress. For example, if you are working on a fitness goal, check your health diary to see where you have been since your start.

**Check your list of goals and values regularly.** As you work on your personal growth, take the time to review your goals from time to time and see if they still reflect your personal values. You will find that your needs and priorities change over time. If you are not satisfied with the current goals you are pursuing, consider revising them.

- For example, you may have started with the goal of starting a family, but now you feel more focused on building your career.
- Remember that there is nothing wrong with changing your mind and adjusting your priorities with new ones. If you are not satisfied with the direction you have taken, you can try something new.

**Check the progress you have made against specific targets.** While you are working towards your individual goals, check regularly what you have already achieved. Ask yourself whether you are satisfied with the progress you have made and judge whether you are at the point you wanted to be or whether you expected to be at this stage of the process.

- If you are not satisfied with where you stand with a particular goal, try finding the reasons why. Is there something you could do differently? Do you need to adjust your goal to make it more specific or realistic?
- Don't just focus on your latest progress or setbacks. Try to get an overview when evaluating your work against a goal.

**Use measurements in order to measure your growth when you can.** Not all types of personal growth can be measured in numbers. However, if you are able to keep statistics on your progress, this is an excellent way to assess your health. Choose 1 or 2 clear and simple measures that can help you easily to visualize your growth over time.

- For example, if you're trying to be more physically active, use a pedometer every day. Note the number of steps you take each day and create a chart or graph that shows how your activity level changes over time.
- If you are trying to become financially more stable, you can track your growth by recording your income and expenses over time.

**Create a list of areas for improvement.** After working on your personal growth for some time, evaluate the areas where there is still a need of change or growth. Remember that some of them may have changed since you began your growth journey. If necessary, set new goals or adapt your approach to your current goals.

- For example, you may have made great strides towards financial independence, but at the same time there is a feeling of not taking good care of your health. This could mean that it is a good time to set new self-help goals.

**If possible, get an external perspective.** Some types of personal growth are easier to measure objectively than others. If you have difficulties of recognizing your strengths, weaknesses, and progress, talk to a friend or loved one you trust most. They may be able to give you an overview of your growth process that you cannot see it for yourself.



- If possible, involve someone you trust in your personal growth path right from the start. Let them know what you are trying to achieve and ask them for their support as well as their accountability. Offer to do the same for them.



**Tip**

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For some types of growth, it may be beneficial to work with an expert who can help you assess your progress. For example, an advisor can help you monitoring your emotional growth, while a nutritionist can help you with to achieve your fitness goals.



## 3.4 CONCLUSION

Self-development is a lifelong process. It is a way for people to assess their abilities and qualities, to look at their life goals, and to set goals to reach and maximize their potential. Although early childhood development and early formative experiences in family, school, etc. can help us grow up, personal development should not stop later during the lifetime.

People may develop in the area of personal development just for fun. However, most of us find it easier to motivate ourselves to learn and improve if we have a certain goal in our minds. Developing your personal vision - a clear idea of where you want to be in a period of few months or years and why - is a crucial part of developing this particular goal.

Once you know where you want to be, you can start planning on how to get there. The development of a personal development plan is not necessary but makes the planning process more realistic. There are several different ways to learn and develop it.

It is often a good idea to record personal development. By documenting important developments in your learning and development process and how they take place, you can think about your successes at a later life stage.

This reflection may have a great motivating effect in order to acquire other skills in the future life. Try keeping a learning journal as you develop your skills and knowledge.

A regular review of your personal development plans and activities allows you to learn from what you have done. It also ensures that your activities advance your goals and that your goals or visions remain relevant to you.

## 3.5 FURTHER READING



- How to Craft a Personal Development Plan That Inspires Meaningful Results - <https://scottjeffrey.com/personal-development-plan/>
- What is personal development? - <https://www.skillsyouneed.com/ps/personal-development.html>

## GLOSSARY

**SMART goals:** A prevalent process for setting goals uses the SMART acronym, Specific, Measurable, Achievable, Realistic, and Timely.

A SMART goal is used to help guide goal setting. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely. Therefore, a SMART goal incorporates all of these criteria to help focus your efforts and increase the chances of achieving that goal. (from [corporatefinanceinstitute.com](http://corporatefinanceinstitute.com))



## TOPIC 4 – SELF-MANAGEMENT

Self-management is the process by which we lead ourselves and execute or coordinate successfully our daily tasks. Self-management also refers to a long-term plan and how we lead or work ourselves to achieve the goal. The development of the mentioned competence is highly important, because our area of responsibility continues to grow throughout our lives. If we are unable to lead ourselves, it is impossible for us to succeed in anything we do.

The skill of self-leading will be reflected in our professional life as we will be able to work better in our workplace. Self-management skills are the qualities that help an employee feel good at work and be more productive. These skills even help an employee to communicate and to interact effectively with colleagues, supervisors and even customers. They also help employees make good decisions and improve time management.

It may look like being your own boss, but it doesn't mean starting your own business. In fact, it means taking responsibility for one's own actions and doing things as well as possible. It shows that you are able to self-organize and propose your own ideas for a project. It's about being the your own boss, not the boss of a team or a company! Good self-management skills require you to be a good decision maker, meaning being able and willing to break down a complex question or a project in order to find a solution.

### **WHY IS IT IMPORTANT?**

There are good evidences about what increase and improves self-management support:

- decision-making,
- communication,
- coordination,
- quality of life.



## 4.1 A SELF-MANAGEMENT PLAN

It is indisputable that internships are helping to make a start in earlier in life. However, since companies offer you the opportunity to learn at work without being academically permissible, they also expect something at the bilateral level.

Even if you are not very good in practice, your employer expects you to have certain innate or "learned" qualities. One of them, considered as a very important aspect of your trainee profile, is having self-management skills.

Contrary to popular belief, self-management is not only about time management, it is about much more than that. Let's try to understand it from the ground up.

### WHAT IS SELF-MANAGEMENT?

Self-management is an important employability skill helping not only interns, but also throughout one's whole career and life. It is about effective time management, but from a broader perspective, since there are many aspects to consider.

### HOW TO DEVELOP SELF-MANAGEMENT SKILLS

To really develop self-management skills for your career, you need to work on some important points. Here is a short guide:

#### 1. Setting Goals

Create a list and check it twice - this is how you set your goals.

Only those who know exactly what their job is, can manage their work well. Setting goals is not meant to be just for a decade, but for a whole life. You can set goals for the end of the week or even for the day. Be prepared with a list of goals or things you need to cover in a day, week or month. It helps to manage tasks efficiently.

#### 2. Prioritisation:

Set your priorities - make sure what you want to do first, second and third.

In addition to setting objectives, there is a priority that must be set to these objectives. There can be many things you have to do at the same time, but it's almost impossible. So prioritize what to do first and so on. Not only that helps you to accomplish tasks in a healthy way, but also keeps the mind focused on one thing after another.

#### 3. Develop listening habits:

How often did you answer a wrong question in the test because you didn't read or try to understand the question correctly the first time? Or how many times have you done the wrong thing because you didn't understand the task?



That's exactly what you need to change. Develop listening habits to improve your working potential. This helps you get a task done right the first time, so you don't have to correct it all the time. It may take two more minutes to understand the task, but you will save hours to repeat or correct the work you have done.

#### **4. Do not procrastinate:**

Procrastination can kill many opportunities for you.

It is a habit that we develop more strongly during our studies, but it is precisely this habit that devours our work potential much more. Procrastination makes your morning busier and therefore more difficult. Doing the right work at the right time is what self-management is all about. Get into the habit of completing your tasks as quickly as possible.

#### **5. Work out your stress:**

One of the keys of getting things right in time is the ability to cope with stress. One of the main reasons why employers are looking for a candidate with self-management skills is the following. There will be times when you will have so much to deal with within a certain time frame. Stress can ruin it even more. Therefore, you should try to cope with your stress even in difficult situations.

#### **6. Learn to control your emotions:**

Do not let your emotions dominate your behavior towards other people or situations. But that doesn't mean you have to pretend. Express your emotions honestly and accurately wherever appropriate. But do not allow emotions such as anger and aversion to certain people in your work environment to affect your performance.

In addition to the characteristics above, you need to work on your intrapersonal and communicative skills as they show how you can act as a team.

Therefore, self-management skills are very important so that we can lead a better professional and personal life. Here are some facts about the **importance of self-management skills**:

- Self-management skills are important because they make it easier for you to organize and work.
- With these skills you have the opportunity to work better and have a better chance of being successful in life.
- It will lead to a career growth and a better chance of success in what you do, whether on a professional or a personal level.
- It is very important to set goals in life, and this is a key factor in developing self-management skills. They are connected to each other and depend on each other for their success.
- Goals give us a goal that we want to achieve; they motivate us and motivate us to get the best out of ourselves. It is the best form of self-management because we can use our time constructively.
- There are many important things in our lives and we should learn to set priorities. Self-management skills are therefore very important because they help us to understand what we need most and how we should use our time and energy to achieve the best possible results.
- Self-management also gives you the assurance that you can succeed because you control your situation and the success or failure of your tasks depends only on you and how you manage your time.
- It also makes you to take responsibility and be a better person in general. People can rely on you, and if you ask the right questions, you will take better care of your responsibilities.

- Also try to re-evaluate your goals, the factors in your life can change as well as your priorities. Therefore, your self-management skills should be such that they should take into account any new situation.

Here's a small checklist for you to help you develop your self-management skills and abilities:

**Make a list of the things you need to do.** You can't effectively plan something that doesn't have to be on a to-do list. First, you need to create a list of tasks and define key tasks to develop examples of self-management skills. Use task management software to create and manage your tasks.

**Prioritize tasks.** Your to-do list can have many tasks. But what are the tasks that need to be done first? To answer this question, you need to consider all the tasks on your to-do list and then set the right priorities. By prioritizing tasks, you can decide which examples of self-management skills you should develop first (based on your current needs and job requirements).

**Plan tasks.** Scheduling allows you to set dates and deadlines for your tasks. Use task management software to develop schedules and set deadlines for tasks related to acquiring self-management skills.

**Be flexible.** Whatever your intentions and desires are, there will be days and situations (illness, vacation, vacation, etc.) when you will not be able to develop your self-management skills from the outside world. Therefore, you need to be flexible to do everything by putting your tasks on hold and then returning to the priority items on your to-do list. You should not be frustrated and stressed out if you cannot perform a task due to an external factor (e.g. illness) - put everything on ice and resume your tasks as soon as you can develop your self-management skills.



## 4.2 HOW TO DEVELOP SELF-MANAGEMENT

Management is an essential tool in the workplace, but we usually focus only on the ability to lead others. Although equally important, self-management skills are crucial, but they are overlooked as a set of skills that are needed in the workplace. The ability to lead oneself is essential and often an indicator of the ability to lead others.

Why is self-management important? It is the ability to take responsibility for one's own work.



### Question

Without good self-management, many of us lose sight of our goals or cannot set effective priorities in our work process.

1. You're not sure how to knowingly use this skill?

Here are five tools for improvement:

### 1. Implement the "Two-Minute" Rule (J. Clear, 2018)

The "two-minute" rule is an excellent way to start self-management, both at home and at work. The rule is simple: When you start a new habit, it should take less than two minutes to do." You'll find that nearly any habit can be scaled down into a two-minute version: "Read before bed each night" becomes "Read one page."

It is of course a simple rule, but it is essential for the self-government. It teaches you how to make the most of your time while avoiding the daily habits of hesitation. Although a two-minute task may seem insignificant, checking the things on your to-do list is one way to boost your confidence. Being effective over time, even in the most trivial tasks, can lead to more significant achievements.

The frequent use of the two-minute rule can also help you avoid the "job trap" or a misunderstanding of being too busy to do anything. Instead, do a small task and start removing things from your list.

### 2. Forget the Myth of Multitasking

It is difficult to reject the attractiveness of multitasking in today's world of work. Studies show that only 2.5% of the population is multitasking effectively, so most of us need to stop deluding ourselves that multitasking works (Strever, 2010).

However, it is easier to believe in the myth of multitasking when it prevents us from thinking and setting priorities. If we receive several tasks at the same time, it can be tempting to try to fulfill some of them at the same time, rather than taking into account the order of importance of each task. Instead, we do several tasks at once and split our brains - probably losing our ability to do even one thing right.

**Tip**

It is understandable that we want to do several things at once. In a modern workplace, we simultaneously have several opened emails, desktop chat rooms and several tabs in our web browser. It's a lot of work. So, start fighting multitasking in a small way. Devote ten minutes of your absolute attention to a task in order to be completed. Do your best to limit distractions. Pause your inbox, close most of your web tabs and hide your phone if necessary. At first you may feel that your work is slower, but in reality, you are much less likely to make mistakes this way.

### **3. Admit Your Mistakes**

As managers, we are often responsible of reporting others mistakes. In self-management it is important to admit one's own mistakes. Many of us are afraid to admit doing something wrong, but when we ignore it, we hinder our paths to growth.

Instead of avoiding an error, you should confirm it as soon as possible. Then go on. The more comfortable you are with this process, the less you will need it. The admission of failure - even one's own - creates a time of learning and growth. It is also one of the healthiest things you can do as an executive or manager.

Admitting failure can be the most difficult issue when it comes to improving self-management. Working with a coach can be a good way of passing on the luggage that comes with admitting our mistakes.

### **4. Act like in a Kindergartner**

The first lessons we learn as children are often forgotten as adults. Recognition of the "golden rule" in the workplace can, however, fundamentally change the way we deal with our team colleagues. It's very simple: treat others the way you want to be treated. We get exactly what we give back.

Focus your work on treating your teammates and managers (even the most demanding) the way you want to be treated in return. If you consciously consider how to deal with others, this will have a positive effect on your daily performance. Instead of hurrying or being mean, try to approach everyone more patiently. In return, this can change the way you treat yourself. Practicing compassion with others will bring compassion back to you.

On the other hand, we often worry whether we are too friendly in general or too friendly to people at work. We're afraid they won't learn or grow. Instead, consider how kindness can change your relationships at work. How can daily compassion lead to better relationships and results?

### **5. Allow Time for Self-reflection**

Self-management does not go any further than your personal goals allow. With a view to the horizon, you plan your everyday life with a view to your future goals. While we let ourselves be carried away by daily dramas or projects, take the time to "correct the course": How do you prepare your actions for success in the future? *"I always work with myself, so why should I need a check-in?"* you might ask. But think about it - you meet regularly with supervisors or team members to check the progress of a project, so why not apply the same rule to yourself?



Self-reflection can be a time to think about mistakes or opportunities for improvement, but it should be also used to acknowledge personal achievement and celebrate progress. Remember that if you have not thought about where you have been, you will have more difficulty understanding where you are going.

Most of us have the misconception that in order to be your own boss, you must own a company or work exclusively for yourself. However, we are already our own bosses, and focusing on self-management is an excellent way to strengthen this capability. With a little kindness, patience and habit, we can all become the managers we strive for, even if it is only for ourselves.



## 4.3 HOW TO BE PRODUCTIVE AT WORKPLACE

Self-management is one of the best productivity tools your company can rely on. Knowing how to manage the workload and channel the potential stress that could arise for employees and ultimately the organization is the responsibility and commitment of every organization's leaders.

The higher a person is positioned in a company's organisational chart, the more conscious they should be of their leadership qualities and self-management knowledge. Improving our efficiency will be a clear way to measure our capabilities. Don't panic: The ability to manage time and tools well can be acquired through targeted training.

This may be of interest to you: The importance of training and investment in time management and productivity.

What do self-governing instruments have in common? Here is a list of useful recommendations to help you to be more productive in your business.

**Start the analysis.** When it comes to managing productivity in your business, you first need to stop and think about where you stand. As **David Allen** suggests in his GTD matrix, the analysis is first. We should begin with a comprehensive review that allows us to identify unproductive practices that we use in our daily lives. In the case of GTD, this analysis is based on two main areas: perspective and control. The "ideal" state would be a high degree of control and perspective; on the contrary, the most alarming state would be a weak control and perspective that would require an urgent change of course.

**Trust the new methods.** The focus should be on the company's inefficiencies in order to correct them and use effective techniques with a sustainable impact. Self-management in a company must be open to new methods. The technological advances of recent years have made it possible to significantly improve productivity both in private life and at work.

**Setting limits.** Preventing mismanagement that leads to habits that harm our productivity is not only held by organization, but also by ourselves. However, the company must point the way and define the structures that will enable it to introduce new and effective routines. The secret of productivity and the implementation of effective self-management depends to a large extent on our ability to deal with the interruptions and obstacles that block our productivity every day. Set boundaries for people and technologies; learn to say no.

**Define the obstacles.** Sometimes we feel overwhelmed by the number of tasks we have to do and everything seems to be a difficult struggle. Trying to define and explain the complications of each task will help us to see our goal more clearly and move towards a faster and more informed decision.

**Think about the next step.** One of the most common reasons why we do not start a planned task is doubting about the next step we need to take. Knowing exactly what we need to do will help us get to work. Send an e-mail, make a phone call, ask for help, write a report, etc. We must get used to defining the most urgent measures for our task.

**Take it easy, take it easy.** From time to time it is necessary to reduce the pressure, take it easy and give the team peace and quiet. The feeling of commitment is not a question of weakening, but of escaping the feeling of burden that sometimes blocks us. Good leadership can easily identify when a team member needs to take a "strategic" break to gain momentum.



**Divide the tasks.** Most self-management tools are based on "splitting" tasks into much smaller tasks to enable and facilitate their implementation. It is just as important as the "next step" mentioned above to divide projects into meaningful tasks that can be done by a team of several people.

**Avoid multitasking.** Organizations that prioritize tasks can significantly reduce costs associated with lost productivity. The biggest danger of multitasking is that you can get used to living with it, and it's easy to get used to it (many opened tabs in your browser, answering an email by making a phone call, checking a report by attending a meeting that has never attended before?) The company must promote measures that promote single-tasking in order to improve processes.

**Use tools to promote Self-management.** The good news is that there are many productivity tools that simplify the difficult task of accomplishing our daily tasks. In addition to online time optimization tools like *Evernote* and its alternatives (*One Note*, *Springpad*, *Simplenote*, *Google Keep*), anyone can think about the best systems for their productivity.

In short, there are many self-management tools and strategies that can help anyone to improve the company's productivity. Improving efficiency is a goal that can be achieved by any company, and the duty of its managers is to facilitate the implementation of methods to promote efficiency and performance.



## 4.4 CONCLUSION

Probably we all have at least one moment in our lives that we would like to resume. Self-management means that a person demonstrates self-control and the ability of time management, priorities and decision-making skills, creating a more effective style of leadership. The successful implementation of self-management has several elements.

One of the most important components of self-management is **self-control**. A person controls his emotions in stressful situations in order to find short- and long-term solutions. Embodying self-control means *"going beyond self-knowledge to know how to behave"* and *"going beyond the victim mentality to reach the owner mentality"*.

Another dimension of self-management is based on **productivity**. To be productive, you must manage the tasks to be performed and effectively prioritize your workload to achieve your goals. It is important to maintain the course in order to implement the initiatives while remaining open to the possibility of changing priorities as needed. By running your own person productively, you can "own" your own sphere of influence and responsibility within your organization.

**Authenticity** is the willingness to be transparent with others about one's feelings, values and actions. In essence, an authentic person is a person who shows integrity. It is often about admitting making a mistake and having the personal will to maintain a strong work ethic while living personal and organizational values. Know yourself because your strengths and weaknesses are the key to maintaining authenticity.

The **ability to adapt to change** is also an important element of self-management, as changes often represent an emotional burden such as resistance, anxiety or uncertainty in the face of a particular change. With the ability to remain in a problem-solving mode with a calm and rational approach, an individual will be able to think about the future amid challenges, rather than cling to the past or mistakes.

After all, **the initiative** to do everything possible to optimize the future of the company is a compelling dimension of self-management. By working actively to overcome fears and taking prudent risks for the good of the company, opportunities are created and the fate of the company is controlled. A good initiator connects effectively and relaxes rules or structures to ensure the success of the business, overcomes the tension between stability and innovation and perceives his own intuition to find a solution that suits best the needs and opportunities of the business.

To run a business successfully, you must be prepared to take on self-management in all aspects of managing others, understand your strengths and weaknesses, and remain responsible for your actions. Many people feel overwhelmed in some situations, but essential for leaders is to maintain self-control and to be aware of setting a good example. More importantly, leaders who are able to manage their own emotions can influence others and make better decisions.

By modeling integrity and self-management skills, the people around you will follow your example in their own way. Don't expect others to lead the same way as you do. Instead, empower them to be their own authentic leader who embodies self-government in their daily lives. Be the person who effectively deals with emotions when others are pushed to adrenaline or panic to avoid making emotional decisions against reasoned reasoning.



## 4.5 FURTHER READING



- B. Ball - Career management competences – the individual perspective
- UK Youth Employment Agency – What are self-management skills?  
<https://www.youthemployment.org.uk/young-professional-training/self-management-skills-young-professional/>
- M. H. Bazerman & D. A. Moore - Judgment in managerial decision making - Seventh Edition, 2009
- J. Clear - Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones, 2018
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## GLOSSARY

**Multitasking:** *is the practice of doing multiple things simultaneously, such as editing a document or responding to email while attending a teleconference.*

*The concept of multitasking began in a computing context. Computer multitasking, similarly to human multitasking, refers to performing multiple tasks at the same time. In a computer, multitasking refers to things like running more than application simultaneously. (from [what-is.techtarget.com](http://what-is.techtarget.com))*

## TOPIC 5 – EMOTIONAL INTELLIGENCE

Emotional intelligence (also called emotional quotient) is the ability to positively understand, use and manage emotions to reduce stress, communicate effectively, identify with others, overcome challenges and defuse conflicts (Goleman, 2006). Emotional intelligence helps you to build stronger relationships, to succeed in school and at work, and to achieve your professional and personal goals. It can also help you feel connected with your feelings, translate your intentions into action, and make informed decisions about what is most important to you.

Emotional intelligence is generally defined by **four attributes**:

- Being able to control your impulsive feelings and behaviours, managing your emotions in a healthy way, taking initiatives, meeting your commitments, and adapting to changing circumstances.
- Recognition of your own emotions and their influence on your thoughts and behaviour. It is about knowing your strengths and weaknesses, and having confidence.
- Being compassionate; understanding of emotions, needs and concerns of others, capturing emotional signals, feeling socially comfortable and recognizing the power dynamics whether in a group or in an organisation.
- Being able of building and maintaining good relationships, being able to communicate clearly, inspiring and influencing others, working well in a team and managing conflicts.

### WHY IS EMOTIONAL INTELLIGENCE SO IMPORTANT?

As we know, the most intelligent people are not the most successful or satisfied in life. You probably know people who are academically brilliant but socially incompetent and are not successful at work neither in their personal relationships. Intellectual abilities or IQ alone are not enough to be successful in life. Yes, your IQ can help you get to university, but it is your EQ that will help you cope with the stress and emotions with your final exams. IQ and EQ exist in parallel and are most effective when they build on each other.

### WHAT AFFECTS EMOTIONAL INTELLIGENCE?

**Your performance at work.** High emotional intelligence can help you to navigate through the social complexities of the workplace, guide and motivate others, and excel at your career. In fact there are many companies nowadays which place as much emphasis on emotional intelligence by using EQ tests, as on technical competence, when evaluating key candidates before hiring.

**Your physical health.** If you are not able to control your emotions, you probably do not control your stress either. This can lead to serious health problems. Uncontrolled stress increases blood pressure, suppresses the immune system, increases the risk of heart attack and stroke, contributes to infertility and accelerates the aging process. The first step in improving emotional intelligence is to learn how to deal with stress (Gandelman, Cunningham & Snyder).

**Your mental health.** Uncontrolled emotions and stress can also affect your mental health and make you vulnerable to anxiety and depression. If you are not able to understand, feel comfortable or cope with your emotions, you will also have difficulties building strong relationships. This consequently could lead you to being alone and isolated, what is more, it could aggravate your psychological problems.



**Your relationships.** By understanding your emotions and how to control them, you are able to better express what your feelings and to understand the feelings of others. This enables you to communicate more effectively and to build stronger relationships, both at work and in your personal life.

**Your social intelligence.** Listening to your emotions has a social purpose of connecting with others and the world surrounding you. With Social Intelligence, you can identify with the enemy's friend, measure another person's interest in you, reduce stress, balance your nervous system through social communication, and feel loved and happy.

Specific competence models deal with how emotions facilitate thinking and understanding. For example, emotions can interact with the thinking process and enable people to be better decision makers. A person who is more emotionally sensitive to critical issues will deal with the most important aspects of their lives. Aspects of emotional moderation also include how to include or exclude emotions depending on the context and situation. It also refers to emotional thinking and understanding in response to people, the environment and the circumstances we encounter in our daily lives.



## 5.1 SOCIAL AWARENESS

The social awareness allows you to recognize and interpret mainly non-verbal signals that others constantly use to communicate with you. These hints allow you to know how others really feel, how their emotional state changes from time to time, and what is really important to them. When groups of people send similar non-verbal signals, you will be able to read and understand the power dynamics and share emotional experiences of the group. In short, it allows you to be sensitive and socially responsible (Stangor & Walinga, 2014).

### **Mindfulness is an ally of emotional and social awareness.**

To develop social awareness, you must recognize the importance of mindfulness in the social process. After all, you cannot receive subtle non-verbal signals being in your own head, thinking about irrelevant things or just scrolling on your mobile phone. Social awareness requires your absolute presence in the moment. While many of us are proud of our ability to perform multiple tasks simultaneously, this means that you will miss the subtle emotional changes that occur in other people and help you fully understand them.

- You are more likely to achieve your social goals by putting aside other thoughts and focusing on the interaction itself.
- Tracking the flow of another person's emotional responses is an exchange process that requires that you also look for changes in your own emotional experience.
- Drawing attention to others does not diminish self-perception. By investing the time and effort necessary to truly look after others, you will have a better understanding of your own emotional state, your values and beliefs. For example, if you feel uncomfortable when others express certain opinions, you have learned something important about yourself.
- Following the flow of another person's emotional responses is a give-and-take process that requires you to also pay attention to the changes in your own emotional experience.
- Paying attention to others doesn't diminish your own self-awareness. By investing time and effort to really pay attention to others, you'll actually gain insight into your own emotional state as well as into your values and beliefs. For example, if you feel discomfort hearing others express certain views, you'll have learned something important about yourself.

### **Key skill: Relationship management**



**Tip**

Working well with others is a process that begins with emotional awareness and the ability to recognize and understand what others are going through. Once emotional awareness is at stake, you can effectively develop other social/emotional skills that will make your relationships more effective, fruitful and satisfying.



**Pay attention to how effectively you use non-verbal communication.** It is impossible to avoid sending non-verbal messages to others concerning your thoughts and feelings. We have numerous facial muscles, especially around the eyes, nose, mouth and forehead, helping us to convey our own emotions without words and to read the emotional intentions of other people. The emotional part of your brain is always active - and even if you ignore its messages, others won't. Recognizing the non-verbal messages you send to others can play a big role in improving your relationships.

**Use humour and play to relieve stress.** Humour, laughter and play are natural antidotes for fighting against stress as they tend to relieve you and help you keep track of things. Laughter balances the nervous system, reduces stress, calms, sharpens the mind and makes you more sensitive.

**Learn to see conflict as an opportunity to connect with others.** Conflicts and disagreements are inevitable in human relationships as two people can never have identical needs, opinions and expectations. However, this is not necessarily a bad thing. Healthy and constructive conflict resolution can be a builder of trust between people. When conflicts are not perceived as threats or punishments, they promote freedom, creativity and security in relationships.

## RELATIONSHIP MANAGEMENT

Relationships are crucial for growth and personal development. In the last ten years of organisational restructuring, employer-employee relations have changed irrevocably.

While in the past the psychological contract was based on expectations such as a life-long steady job, it is today characterized by transactional relationships (contracts/projects) that are most of times only temporary. Flat organisational structures and the need to manage one's own career make it essential to build an effective internal and external network of relationships.

### What does relationship management mean?

Relationship management means being effective at managing relationships and building effective networks (Moller & Aino, 1999).

### What makes a Relationship Effective?

Relationship management means being effective in dealing with relationships and building effective networks. The two most relevant elements at the basis of a proper relationship management are Reciprocity and Cooperation with others:

#### 1. Reciprocity

It's about meeting each other's needs: You support - I support. If you keep asking team members for help, advice or information, but don't find time to answer their questions or requests, they will eventually refuse to offer their expertise and support.

*Imagine how devastating that could be on an organizational level!* Often it is only through repeated interactions that we can begin to recognize the real needs of the individual. Check your perceptions.

#### 2. Cooperation with others



Most people who work - have to work in interaction with other people. Even if a job is pleasant, it can become stressful or even unsatisfactory when human relationships collapse! The first thing you have to recognize and accept is the fact that you don't possess the ability to change other people. All you can do is changing yourself.

When someone says or does something to annoy you, the discomfort is not in the thing being done, but in your response to the thing being done. Things and actions are not boring in themselves: boredom lies in us, in the answer. If you continue to do what you have always done, you will continue to get what you have always had!



## 5.2 IDENTIFY YOUR EMOTIONAL RESPONSES

How can you begin to identify the filters that trigger your emotions and use this information positively to change events and achieve a more positive outcome?

You can see your emotional reactions through it:

### **Tuning into your senses** (Starbuck & Miliken, 1988)

It means paying attention to what you see and hear, not to your idea of seeing and hearing. The beliefs, values, drivers and rules act as filters, distorting and suppressing what might otherwise be an important information. We see what we want to see, and we reject the rest. For example, to come back to the scenario with your boss, did he/she really notice a small mistake or was it just a perception? What information did you use to make this assessment? What did he/she look like or something he/she did or said you could have misinterpreted? Alternatively, perhaps a hot key was pressed that was triggered? What **Goleman** calls *emotional distraction* - bypassing information from our upper brain directly into our emotional brain (older and less developed), whose evolutionary goal is survival.

Too often our filters interfere with the information that reaches our senses. The higher your self-awareness is, the greater is your ability to recognize and distinguish what is real and what is the result of a filter.

### **Feelings stimulate behaviour**

In psychology, there was a lot of discussion about the exact nature of an emotion. An emotion can be perceived as consisting of four elements (Starbuck & Miliken, 1988):

- **What we think.** Our interpretation of events that evoke a particular emotional response or thought.
- **How we feel.** A label we use to describe a particular condition.
- **How our body reacts.** Noisy heartbeats, feeling of tension.
- **How we're behaving.** Running away, punching or kissing.

It is generally accepted that an emotion is not simply an automatic physical response to a situation, but our interpretation.

### **Contact with your feelings**

Although your feelings are internal, they are often accompanied by external (often physical) manifestations. By paying attention to these external signals you can begin to understand what these feelings mean to you from one moment to another.

### **Know your goals**

It is our goals that spur gets us on to acting.

These can be short- or long-term measures. As with your feelings, wishes or intentions are not always obvious to others. The value in becoming aware of your goals is that you can use this information to help you develop the strategies you need to get what you really and truly desire.

### **THINGS TO KEEP IN MIND**



**Believe in your behaviour.** If we're excited about something, it's because we want to do it. If you are delaying or avoiding a task, ask yourself if it is something you really want to do. Listen to the answer and observe your behaviour. This may reveal your true intentions.



### Question

For example, the agreement to replace a team member might give the impression that you are reliable and trustworthy, but at what cost for your own needs?

**Trust your feelings.** If you feel happy, contented or content in a certain situation, it is likely that you are in harmony with your inner and outer self, you are *doing what you want to do* (= being in harmony). But if you have agreed to do something and you feel a resentment, your original intention may well collide with an underlying goal. For example, in a scenario with your team member, you may have agreed to help, but you start to get annoyed at the increased demands. In this case, your real intention was to say no and focus on what you really wanted to do.

For example, getting such a coveted doctorate may not be what you really want, but simply an opportunity to impress your colleagues and friends. Discovering who you are, where you come from and why you are here can provide the map to find your way with a heart. Your journey that makes the most of your passion and energy and makes you feel good. Remember, if we don't know where we're going, we might end up somewhere else!

## EMOTION MANAGEMENT

Managing emotions effectively means controlling unproductive behaviors that lead nowhere. You may feel very good when you win a screaming game with a colleague or a difficult customer, but it's a short-term win. You may have lost a potential key account and done nothing to build effective relationships. Besides, increasing your adrenaline isn't good for your health!

### Important EI Functions

By understanding the connection between your interpretation of an event and your reactions to it, you can choose a different way of feeling. This is a key function of employment insurance.

### Reality map (Moller & Aino 1999)

Remember your beliefs, values, drivers and the rules that determine your life - create your reality map. When we can begin to see how we delete, distort and ignore important information and make decisions based on little real evidence (just your own perceptions), we can begin to see how our emotional life is affected by our world map. Change the map and you change the way you see, hear, feel and behave in the world.



### Activity

You can change your interpretation of what you see and your answers. If you become anxious or angry, or worry about taking on a job, accept this technique.

Ask yourself the following questions:

- Where's the evidence for my way of thinking?
- What is the logic of my interpretation?
- What do I have to lose if I say/do that?
- What do I have to win if I say/do that?
- What could be worse if I hadn't done this or said this?
- What can I learn if I say or do that?
- How would I describe my communication style? How would others describe my communication style?
- What effect does my communication have on others?
- How would I describe the way I make decisions? Do I tend to make decisions slowly or quickly?
- How does my current mood affect my thoughts and decision-making?
- How would I rate my self-esteem and self-confidence? How do these qualities affect the decisions I make?

### SELF-MOTIVATION

As people, we are goal-oriented, and being motivated means pursuing our goals with commitment, passion, energy and perseverance.

Being motivated requires four essential measures:

25%

- **Accept a positive dialogue about yourself.**

50%

- **Establishment of an effective support network.**

75%

- **Visualize an inspiring mentor.**

90%

- **Creation of a favourable environment.**

Photo 3: Being motivated

To achieve high motivation, overcome failures and get the best out of ourselves, we need to be able to control our own inner states, control our emotions and steer them in a direction that enables us to achieve our goals.

## 5.3 DEVELOPING YOUR EMOTIONAL INTELLIGENCE

The good news is that emotional intelligence, or EQ, can be learned. All the key competencies that make up emotional intelligence, from awareness and management of one's own emotions to empathy and other interpersonal skills, can be improved through practice.

For some time now we have been familiar with the various functions of the left hemisphere (*logic, reason, mathematics, reading, language and analysis*) and the right hemisphere of our brain (*recognition, rhythm, visual language, creativity, synthesis, dreams, symbols and emotions*). Developing your employment insurance program means having access to all the resources you have.

A central idea is that when the brain creates an image (*whether real or imaginary*), it creates emotional states that cause behaviour. A change in your thinking will change the way you feel and thus your behaviour.

### Interpersonal Intelligence

Relationship management is the key to your interpersonal intelligence as you read, feel, understand and manage your relationships with others.

While many of us think that we are not emotional beings, a closer look reveals that we live in a constant emotional state - sometimes angry, sometimes sad, sometimes joyful, sometimes disappointed - but always in an emotional state at a certain level.

This is where self-perception comes into play. Leading people is not a question of being smart or having the most knowledge or the best ideas. It's about how to deal with pressure and how well you are connected to the emotions that motivate people's behaviour.

### What can I do to increase my benefits in the employment insurance?

The emotional intelligence of an employee is put to the test on daily work basis. The way in which an employee reacts to a situation usually promotes good will and cooperation with customers and employees or contributes to tensions in weak relationships. If an employee can control the corresponding internal emotional reactions to situations, as well as an external reaction, he works with a high degree of EI.

Too often, doubts, frustration or anger take over and control the external expression of a person in a particular situation. How many times have you heard someone say:

I couldn't help it, I was so frustrated that I had to react the way I did?



#### Scenario

As an employer, it is important that you recognise the possibility of these reactions paralysing your work. The underlying tensions and emotions can be found in every personal or professional.

But the reality is, it's inevitable. Emotions are omnipresent.

Since you have improved your business through by using intellectual resources, it is time to realize that dramatic improvements will help you achieve business goals by improving the emotional skills of employees. Unlike IQ, which tends to stay firm for a lifetime, emotional intelligence can be improved over time!

### **Recognize your Map**

People act according to their Maps and not according to reality. Different maps of the same reality have the same value [=] depending on the context. Recognize your own map and you'll open up endless possibilities to see the world in a new perspective!

#### **6-step path to detect your Map** (Segal and al. 2019):

- The first step is to identify your own emotions.
- Take responsibility for this.
- Learn more about compassion and empathy.
- Participate in the learning process.
- Find a quiet place and time to express your feelings.
- Avoid people who obstruct you!

### **PRACTICE MINDFULNESS IN ORDER TO DEVELOP SELF-AWARENESS.**

The ability to manage yourself, through self-awareness and self-regulation, is essential for leading others; the example you set influences everyone around you.

"If you cannot refine your own actions - by preventing yourself from exploding or falling apart - you will not be able to deal with the people you are dealing with.

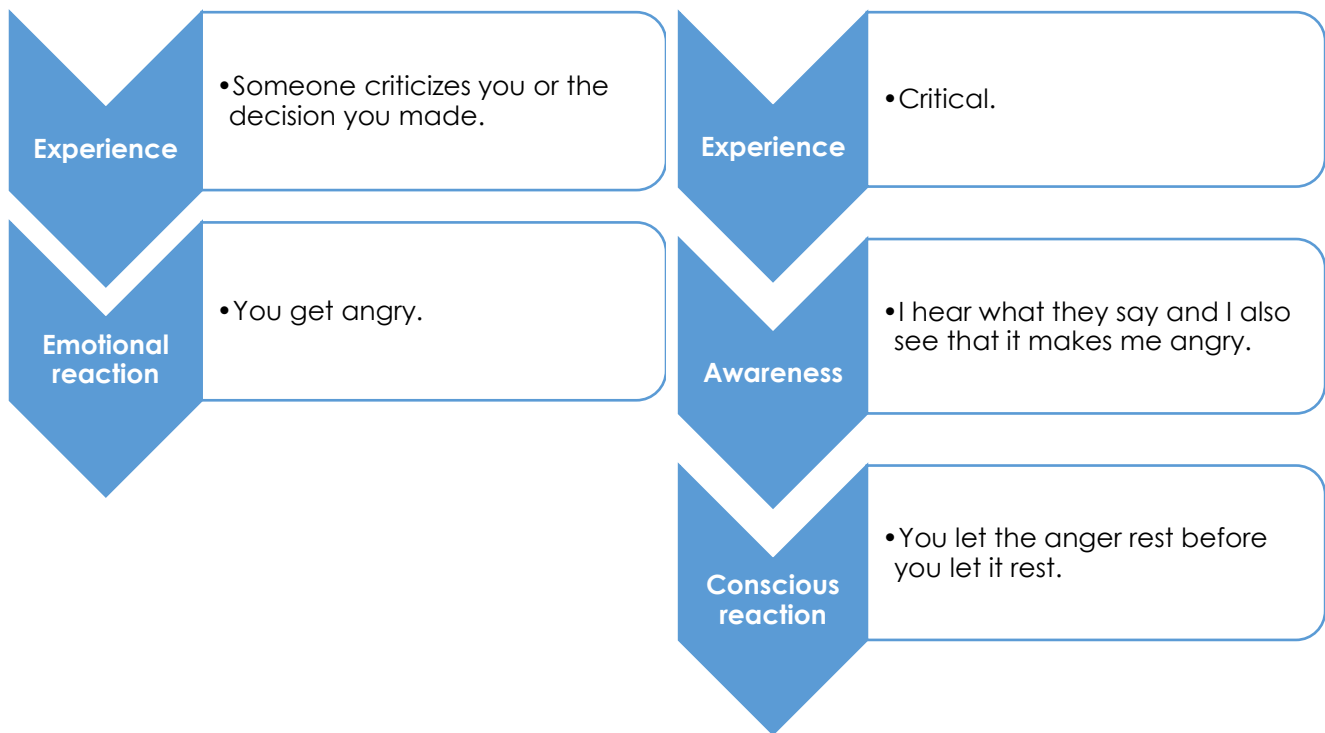
Mindfulness is one of the most effective ways to develop both self-awareness and self-regulation (the ability to manage and respond to one's own emotions). By becoming aware of your mental and emotional happening, you can perceive change and understand the impact of external influences to you.

Mindfulness then gives you the "space" to distance yourself from the way you normally react to a particular situation, namely:

**From:**

**To:**





There are a number of different abilities that fall into the realm of "emotional intelligence". Fortunately, these skills are all interrelated, so you can often learn them together.

Even companies like retail giant Tesco have recognized the value of investing in emotional intelligence with great results. The company had its first profitable quarter in nearly 4 years after introducing a training program in empathy and friendliness for its employee teams.

What are you waitin' for?



**Tip**

As a manager, your employees expect you to establish important elements of the team culture: from your communication habits to your willingness to get to grips with your mistakes. Almost all of these factors are related to your emotional intelligence.

No matter what you do to develop your emotional intelligence, work to identify your weaknesses. Be aware of how you are developing these areas to move forward so that you can get the most out of your team.



## 5.4 CONCLUSION

The actions we create in our lives are mainly based on our emotions and emotional intelligence. It is logical that when individuals have a strong sense of communication and well-developed organizational skills, they are empowered to make right decisions and interact with others. What we learn from our own emotions will enable us to pursue the lifestyle we want to live and create more of what we want in our lives than what we do not want. Emotional intelligence is a characteristic that can always be nurtured and strengthened in each and every one of us, but without a developed sense of it, the individual lacks loving friendships, inner happiness, and is generally referred to lead a life in a poor social environment. When we become aware of the effects and differences between EQ and IQ, we often believe that EQ is more important than general intelligence, because self-loyalty is the easiest way to live life to the fullest. In a time of globalization it is necessary to develop a strong emotional awareness. For who wants to lead an unhappy life without being able to share everything with the one you love?

EI is about how people and relationships interact and apply to human interaction (employees, organization, customers, stakeholders, suppliers, etc.). According to **SmartTalent**, "90% of high performing people in the workplace have a high EQ (emotional quotient), while 80% of low performing people have a low EQ".

The employees who receive EI services are happy, efficient, productive, motivated, rewarded, committed and in harmony with the company. The employment insurance therefore helps you to increase your personal effectiveness and to manage yourself well.

In addition, improving your EI allows you to interact and communicate more effectively with others. **Colin D. Ellis** said in 'The Conscious Project Leader': *"Building relationships is at the heart of everything, but once you've established them, you shouldn't expect them to take care of themselves. You need to take time and continuous efforts to ensure that they remain effective and honest, so you don't have to rebuild them in an environment of stress when challenges arise."*



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## GLOSSARY

***IQ vs EQ:*** IQ is what determines competences and individual abilities, and the EQ determines how we communicate and treat each other, shows how we will deal with pressures or crisis. The difference between them is that no one can change their intelligence or ability to think, but anyone can learn to control emotions.

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