

Complete the self-assessment to better understand your management style and strengths.

SELF-ASSESSMENT 3.2

EMOTIONAL INTELLIGENCE

Instructions: Ask yourself how often you respond in a healthy way when severely disappointed, verbally attacked, or treated unfairly by analyzing these attitudes and behaviors:

1. When I am upset, I respond rationally, so that I can remain analytical and solve the problem or otherwise make the best of the situation.
2. I reject the harm than can result from reacting emotionally when I am upset and getting angry or feeling battered.
3. When verbally attacked, I allow for the likelihood that the attackers might never have learned how to respond when their needs aren't met.
4. When verbally attacked, I allow for the probability that the attack is prompted by pain or fear.
5. When verbally attacked, I keep my role as a manager separate from my identity as a person.
6. I resist the temptation to feel entitled to better treatment and to lose emotional control.
7. I understand that victims of my outbursts will remember my accusatory statements and name-calling long after I have calmed down.
8. I accept that others cannot make me angry without my full cooperation. In other words, I control my anger.
9. When I get angry, I talk about my feelings to calm myself down, rather than focus on what the other person did.

Interpreting Results

The first two behaviors lay a firm foundation for emotional intelligence. Behaviors 3 through 5 are proven strategies for staying in control when under attack. Regardless of the root of your anger, deal with it as suggested in points 6 through 9.

These prescriptions will take practice, and it will help to have a positive role model share how he or she deals with these difficult situations.

Source: Adapted from Deep, S., & Sussman, L. (2000). *Act on it! Solving 101 of the toughest management challenges* (p. 33). Cambridge, MA: Perseus Publishing. Reprinted with permission.

Personality Traits

A number of personality traits affect work-related behaviors. The challenge for managers is not only to develop self-awareness regarding their own traits, but also to understand what their employees' wants and needs may be. This is difficult, of course, because every employee is unique to begin with, and each learns new behaviors at a different speed and with varying amounts of ease.

Myers-Briggs Type Inventory (MBTI)

Psychologist Carl Jung described several aspects of the human psyche based on the way in which we take in and process information (see the Myers-Briggs Type Inventory, used



What Are Emotions?



Outbursts at Work