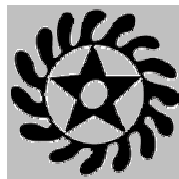


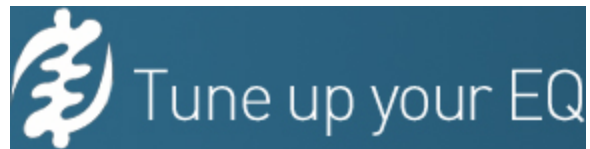


Tune Up Your Emotional Intelligence

A Workbook by Galba Bright



<http://www.tuneupyoureq.com>



Dedication

To God be the Glory.

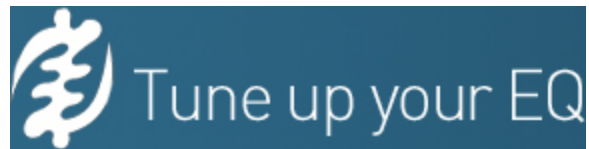
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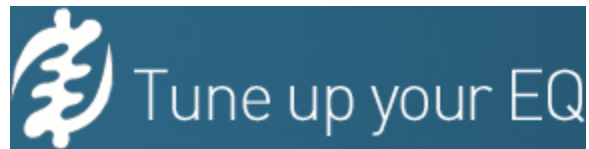
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Contents

	Page No.
Why I Wrote This Workbook	1
Introduction to Emotional Intelligence	
The Top 5 Frequently Asked Questions About Emotional Intelligence	2
20 Steps to Emotional Intelligence Self- Assessment Questionnaire	5
Improving Your Emotional Intelligence	
Galba Bright's 7 Laws of Emotional Intelligence	7
How To Learn From Your Emotional Intelligence Hot Spots	9
How to Become An Authentic and Inspiring Leader	
How To Successfully Lead Change From The Inside Out	12
The Foolproof Guide To Emotionally Unintelligent Leadership	17
My Top 5 Emotional Intelligence Lists	20
Postscript: My Emotional Intelligence Story	21



Why I Wrote This Workbook

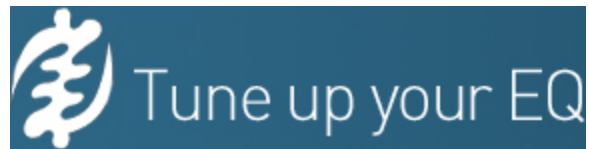
When I began to read about Emotional Intelligence, I quickly learnt that there were several books and other resources that did an excellent job of describing Emotional Intelligence. By contrast, I discovered that practical information about how I could improve my Emotional Intelligence was sadly lacking.

I realised that my life experience was a rich untapped source of learning, so I began to reflect on the lessons that I'd learnt about my "successes" and "failures." I summarized what I'd learnt into simple actions that I could put into practice. I then began to teach some of these principles in Emotional Intelligence Learning Programmes.

I've included practical exercises to help you apply these ideas to your unique experiences. I encourage you to read the Workbook with an open mind, critique it and adopt any of the insights that you find useful. As ever, I welcome your feedback, comments, suggestions and questions.

Your Emotional Intelligence is an amazingly powerful resource. If you understand and harness this master competence wisely, you will experience a deep personal transformation. Your heightened self knowledge will propel you towards career success and personal fulfillment in the 21st century.

I'm sure you're raring to go. Enjoy your Emotional Intelligence Journey!



The Top 5 Frequently Asked Questions About Emotional Intelligence

IQ is dead, long live EQ



There was a time when you needed to have a high IQ to succeed at work.

Not any more.

Businesses are rushing to hire people who have high levels of Emotional Intelligence (EQ) because they make firms more profitable. Read these Top 5 EQ FAQs and equip yourself for career success.

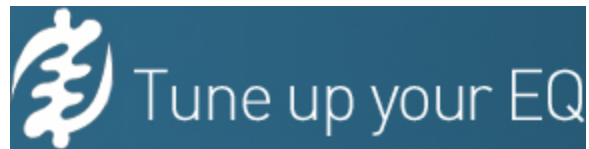
Question 1: What Is EQ?

Answer: Daniel Goleman, the world's best known writer on Emotional Intelligence defines it as:

"The capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships."



EQ consists of four main building blocks. The foundation is **Self-Awareness**, knowing what you are feeling in the moment and using those preferences to guide your decision-making. Susan is a self aware person. She understands what she is thinking and feeling. Susan has a realistic view of her strengths and weaknesses. She is grateful for her strengths and seeks to make the most of them, yet she's not paralysed by her weaknesses. She rarely feels victimized by other peoples' thoughts and opinions.



Self Management, managing your emotions so that they help rather than hinder what you're doing, is built on your Self-Awareness. Steven often struggles with this. Try as he might, he often automatically rejects constructive feedback that he gets from his friend, Sarah. Deep in his heart, he knows he'd like to respond more positively, because he knows that Sarah cares for him. There is a growing body of brain based research that shows practical ways that Steven can use to improve his Self Management.

Social Awareness, involves sensing what other people are feeling and being able to understand their point of view. Mother Theresa of Calcutta is often referred to as an example of a socially aware person because of her work with poor and destitute people.

Relationship Management defines your effectiveness in guiding, motivating, leading and influencing others. For many people, Martin Luther King's "I Have a Dream" speech is an example of inspirational leadership.

Question 2: What Impact Will My EQ Have On My Career?

Answer: If you have a high EQ, you're sure to be in high demand because you'll help companies to become more profitable. For example, the 2007 book "Firms of Endearment: How World-Class Companies Profit from Passion and Purpose" by Rajendra Sisodia, David Wolfe and Jagdish N. Sheth, showed that the companies that had more emotionally intelligent employees enjoyed greater profitability than those that didn't. The authors also found that people who raised their EQ were roughly 25% more productive than before.

However, if you EQ is low, you can seriously harm your career. A study of executives by the Center for Creative Leadership in the USA showed that 75% of the reasons why careers were derailed were linked to EQ weaknesses. Poor interpersonal skills, not being a good team player and difficulties in handling change were the three main reasons why people failed to achieve their goals.

Question 3: How Is My EQ Related To My IQ?

Answer: Your IQ, (Intelligence Quotient), describes your intellect. It is measured by tests such as 'A' levels and university degrees that measure how well you process numbers and use language. EQ is about your ability to manage your emotions and to respond effectively to other people.





Question 4: Is My EQ Fixed?

Answer: No, it is not. You can increase your EQ through practice and learning.



Question 5: How Can I Improve My EQ?

Answer: Keep a journal or diary. When you write down your experiences and reflect on them, you boost your self awareness and self management.

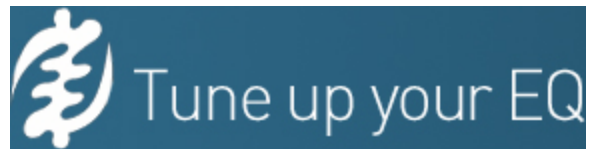
Ask trusted friends to give you feedback on your behaviour. They can help you to identify and act on any blind spots that may have caused you difficulty in the past. Take a no-cost or fee-based EQ assessment. There are many assessments available online. Work with a coach to set goals for improving your EQ and get support as you progress.

Your EQ will drive how far you'll reach in your career. Invest in yourself, improve your EQ and transform your work performance.

Practical Exercises

1. List at least 3 further questions that you need to answer about Emotional Intelligence.

2. Teach at least one other person something that you've learnt about Emotional Intelligence.



20 Steps to Emotional Intelligence Questionnaire

This questionnaire is a useful starting point for reviewing your current level of Emotional Intelligence. Please note that the results do not give you a comprehensive picture of your Emotional Intelligence. Tick each of the statements that accurately describe how you behave at work. Do make sure that your appraisal is honest.

1. I am aware when I start to become angry or defensive ☐
2. When I am dealing with an angry person, I keep relaxed and focused on my goals ☐
3. I remain cheerful and enjoy working on new ideas ☐
4. I follow through on assignments, support others and build trust ☐
5. Despite setbacks and problems, I continue to work in a calm manner ☐
6. I use positive thinking, even when I am in a conflict or a difficult situation ☐
7. I can feel and “see” things from different viewpoints ☐
8. I clearly understand the strengths and weaknesses of my behaviour ☐
9. I practice stress management to be calm and healthy ☐
10. When I communicate with others, I help them feel good ☐
11. Before I make a decision or take an action, I listen to others’ ideas ☐
12. I can sense how a work colleague is feeling without saying much to him/her ☐
13. To resolve conflicts, I encourage honest and respectful discussion ☐
14. I help people who hold different opinions to reach agreement ☐
15. I inspire others to achieve challenging goals ☐
16. When I am making changes, I consider the feelings of others ☐
17. I am aware of when I start to think negatively ☐
18. I have a good sense of humour ☐
19. I am confident that I can achieve a task once I apply myself to it ☐
20. I can get back on track quickly after I become emotionally upset ☐

My Total Score Is

Key to Your Scores

17-20 Very High

14- 17 High

8- 13 Average

4 - 7 Below Average

0 -3 Far Below Average



Practical Exercise

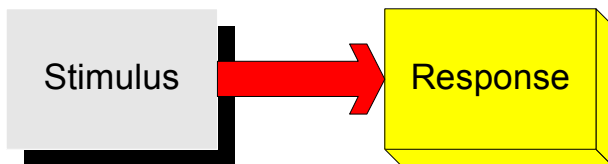
1. List below at least 2 insights about your behaviour that you gained by completing the questionnaire

Taking Action on Your Scores

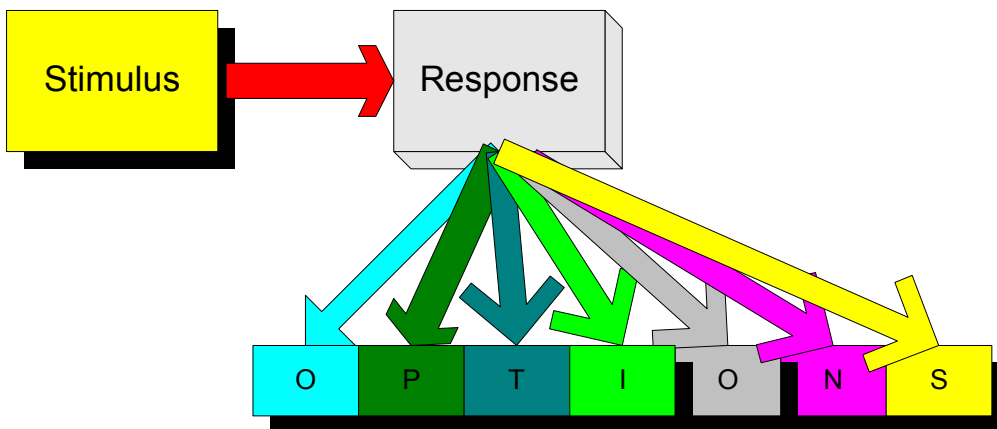
Your score is not as important as what you choose to do with the messages about your strengths and weaknesses that your score reveals. EMOTIONAL INTELLIGENCE CAN BE PRACTICED AND LEARNT.

Galba Bright's 7 Laws of Emotional Intelligence

The graphic below shows that when your behaviour is controlled by external events, for example, what other people say or do to you, your response is predictable and often dysfunctional. When you make a linear and disempowered response to a stimulus you undermine your quality of life.



The following graphic demonstrates that your quality of life will be transformed when you accept, and act on the reality that you always have choices about how you react to external influences. When you make your choices mindfully, you become more versatile. Your insight that you have choices empowers you.



Click the links to read more about each Law

[Law #1: I am responsible for my own feelings.](#)

[Law #2: I am responsible for my own behaviour](#)

[Law #3: I always have choices about how I respond to situations, events and people.](#)

[Law #4: No-one can make me upset, angry, happy etc.](#)

[Law #5: Identifying my choices empowers me to take fresh look at my behaviour.](#)

[Law # 6: Recognising my range of choices is an excellent way to start changing my behaviour for the better.](#)

[Law# 7: I can practice and learn new and more effective behaviours.](#)

To read more about the 7 Laws, go to

<http://tuneupyoureq.com/category/resources/7-laws-of-emotional-intelligence/>



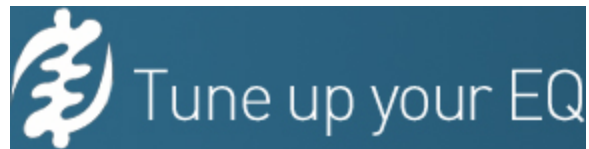
How I Apply The 7 Laws

I display the 7 Laws on a wall in my office, I recite the 7 Laws from time to time and I review them on occasions when I become upset.

Practical Exercise

1. List below 3 ways you can apply the 7 Laws of Emotional Intelligence.

2. Teach the 7 Laws to at least one other person



How To Learn From Your Emotional Intelligence Hot Spots

Hot Spots Can Be Managed

Your Emotional Intelligence is a powerful resource. Armed with it, you can make informed decisions about how to deal with difficult interpersonal situations.

We learn the most valuable lessons when we are an Emotional Intelligence Hot Spot. This happens when you risk letting your emotions be the sole driver of your actions, for example when you are overpowered by fear, or when your over optimism blinds you to obvious risks.

When you handle your Emotional Intelligence Hot Spots ineffectively, the results are disastrous. On the other hand, when you manage them well, you achieve true mastery of your self. I'd like to share one of my favourite Hot Spot learning experiences with you.

My Hot Spots Story

It was in England on the last day of the O.J. Simpson murder trial. I was training some managers. The course went reasonably well, however one or two participants had been very hostile throughout the training.

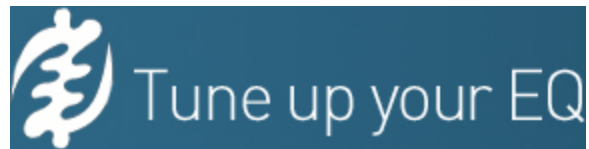
At the end of the course, I asked each manager for their feedback. One manager (we'll call him Derek) made some very critical personal comments. My impulse was to fly across the room and give Derek a good smack in the face! Somehow I held that urge down. Next, I heard a voice saying:

"Thanks for your feedback, Derek. I will think about what you said."

I spun around to see who had spoken, and was shocked that there was no-one there. These wise words had come from my own mouth! The thought that came immediately to my mind were:

"What kind of coward are you, are you really going to stand for that? Go ahead and give Derek a smack!!"

Afterwards, lying in a relaxing bath, I struggled to make my peace with how and why I had remained outwardly calm. I now treasure this Emotional Intelligence Hot Spot and how I responded to it.



It was a turning point in my working life. I'm sure that if I'd have gone down the tempting hair trigger violent route, I wouldn't be pursuing the vocation that I enjoy today. I'd probably be in prison in England.

When you master your emotions, you channel them into positive activities and produce powerful results. Once you've successfully emerged from an Emotional Intelligence Hot Spot a good way to learn is to honestly answer 5 key questions:

1. What did I do?
2. How did I do it?
3. How did I feel about what I did?
4. What did I learn from what I did?
5. How can I apply what I learnt to my career and my life in general?

What Did I Learn?

Here are my answers to my Emotional Intelligence Hot Spot story.

Question 1: What did I do?

Answer: Although I felt furious and was very tempted to lash out, I paused before I responded.

Question 2: How did I do it?

Answer: Looking back, I took a breath before responding. This helped me to compose myself.

Question 3: How did I feel about what I did?

Answer: I felt a mix of emotions, mainly fury and anger, I also felt very confused, because I was surprised that I remained so outwardly composed.

Question 4: What did I learn from what I did?

Answer: It was a forceful reminder of how I can empower myself by managing my emotions. The key is to think before I act.

Question 5: How can I apply what I learnt to my career and my life in general?

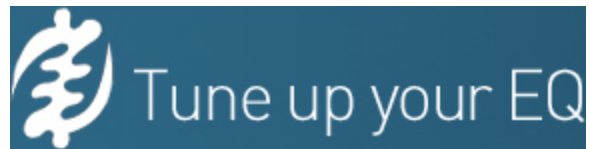
Answer: The experience has provided me with a vivid personal benchmark for dealing effectively with difficult situations that I deal with at work and in life in general.



Practical Exercise

1. Think about an Emotional Intelligence Hot Spot that you dealt with effectively and answer the 5 questions listed on page 9.

2. Think about an Emotional Intelligence Hot Spot that you dealt with ineffectively and answer the 5 questions listed on page 9.



How To Successfully Lead Change From The Inside Out

Why A Rational Approach To Organisational Change Doesn't Work

I was inspired to write this guide when I was working with some leaders who were trying to get their team members to “buy into” some organisational changes. The experience reminded me that we often delude ourselves into believing that we can use logic to persuade our staff to change. It's little wonder that so many of our organisational change efforts fail when we stubbornly refuse to consider the emotional aspects that are involved in successfully leading a change effort.

With this in mind, I would like to ask you a few questions. Firstly, can you think of some change in your life recently that you brought about effortlessly? Secondly, can you think about a change that you struggled with? if so, what were some of the challenges?

Here's my own candid answer to the second question:

“I have immense sympathy for any manager or business leader who is trying to get Galba Bright to change when he is not ready.”

Maybe you are not as stubborn as I am and therefore all the changes that you encounter are effortless and painless. However, I believe that we often make the grave error of trying to implement organisational change as a linear “event.”

We mistakenly believe that because there is a logical reason for the change, everyone should accept it. We also often forget that it may have taken some time for us to sell ourselves on the very same change that we expect our team to enthusiastically embrace at the first time of asking.

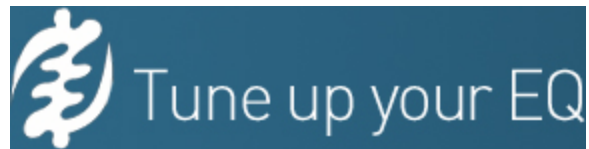
If we were to reflect more realistically on our individual challenges in bringing about change in our lives we would approach the task of managing change in our businesses more realistically and sensibly. We'd also have greater success.

John's Case Study: An Example of Resistance To Change?

Let's look at John's case as an example. During a period of major organisational change you have given a member of your staff, John, the responsibility for managing a new process for developing a new email policy for your division.

Normally, he is very competent and willing to accommodate others and he is quite familiar with the purpose of the change. Yet on this occasion you see him struggling and making a number of errors.

You see him being very defensive and he asks you several routine questions about the new email policy. His questions continue as his work performance slumps.



You are getting pretty irritated at what you now are very tempted to call “**dissing the programme.**” Then you remember that the management textbooks call this “**resistance to change.**”

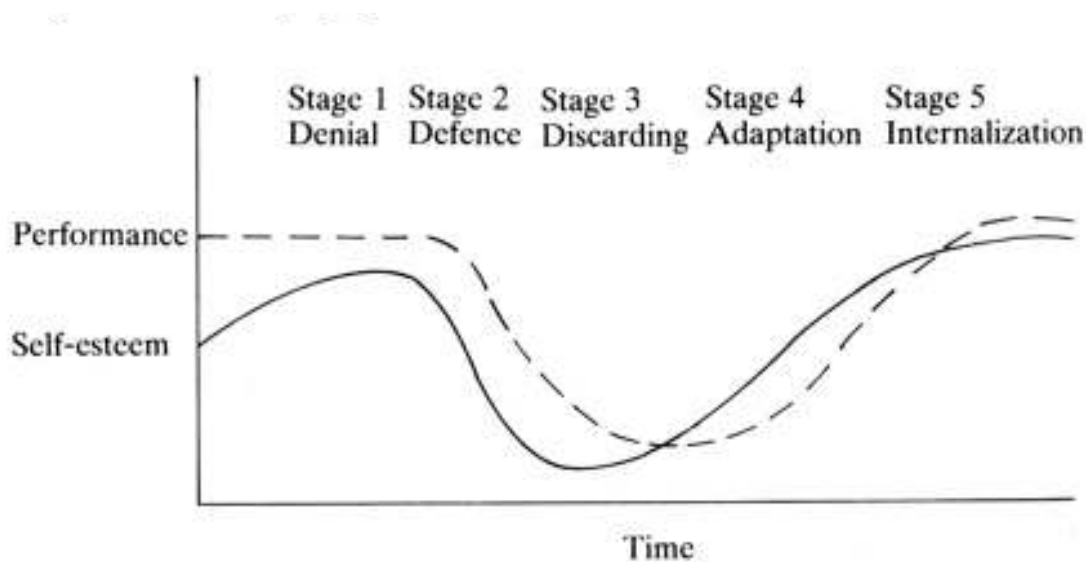
However this may not be resistance to change at all. John’s questions may be part of his sincere attempt to come to terms with the new system.

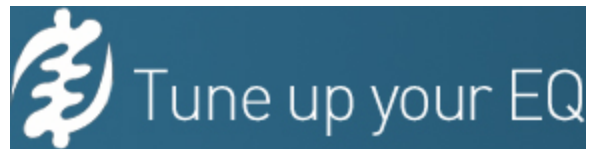
John’s example shows us that, in periods of organisational change, work performance is affected in three ways: Firstly, he will need to learn the new systems, processes and methods, so there is a **learning effect**. Secondly, as the new system is installed snags have to be ironed out and modifications may be required. There is a **progress effect**. In this stage, John’s feedback about problems that he encounters with the new system is vital.

Finally, there is an **effect on self-esteem**. We would expect John’s work performance to stabilise as time passes. However, major organisational changes may create a decline in the self-esteem of affected staff. This will cause a lowering of work quality.

Therefore, in a period of change, you must take steps to rebuild the self-esteem of those affected, so that performance can be improved. This process is described in the coping cycle model developed by Professor Colin Carnall of Henley Management College in England.

The model sets out the five stages involved in responding to change, **namely denial; defence; discarding; adaptation and internalization**. It also demonstrates the complicated relationship between worker self-esteem and performance during a period of organisational change.





In the **denial stage** people facing the change may find value in the status quo. One way people respond to change in this stage is by minimizing the impact of change by buying some time to face up to the new realities.

In the second stage, **defence**, reality has surfaced and concrete plans for the changes have emerged. It becomes clearer to people that they must adjust to the new realities. This may lead to feelings of depression and frustration. Defensive behaviour often enables people to negotiate time and space to come to terms with changes.

The next stage is that of **discarding**. Whilst the two previous stages are focused on the past, people now begin to look forward to the future. Optimistic feelings may emerge. People may begin to openly identify with the new system, they may begin to solve problems and take initiatives. This 'testing of the system' enables workers to rebuild their self-esteem.

In the **adaptation stage**, there is a process of trial and error, effort and setback. The slow building of performance can be a source of frustration. Often, when people are angry in this stage, it's more likely to be because they're trying to make the new system, work, rather than because they are opposing it.

In the final stage, **internalisation**, new systems and relationships have been developed. These have been incorporated into the new work situation. Now the new behaviour becomes part of the normal behaviour in the organisation.

Let's go back to John. Maybe you wrongly thought that he was resisting the changes. Tragically, your lack of responsiveness to his call for support may send his self esteem into a further downward spiral. If you had kept an open mind or been more aware of how individuals deal with change you could have responded more effectively and productively.

Effective organisations must successfully and speedily implement strategic change. However, as business leaders and managers we often wrongly assume that the path from strategic intent to the achievement of change is both logical and linear. Yet the reality of major change projects is that progress is often far more chaotic, and necessarily so.

How Does This Affect Me?

Perhaps you are fearful of dealing with such a risky emotional topic. Maybe it would be safer to turn a blind eye to these issues. However, if you carry on doing things that are ineffective you will never become a successful 21st Century leader.

If you want to build and sustain a successful organisation, you must be able to embrace and manage the complexities, challenges and paradoxes involved in implementing large scale organisational change. It follows that the balancing of these paradoxes presents a



challenge to your own personal development. It also offers a great opportunity for you to develop and grow. In other words, your guiding principle should be: **“feel the fear, and do it anyway.”**

Practical Exercise

Answer the following 6 questions.

1. Have I made some limiting assumptions about myself and my capabilities?

2. Have I made some limiting assumptions about my team and their capabilities?

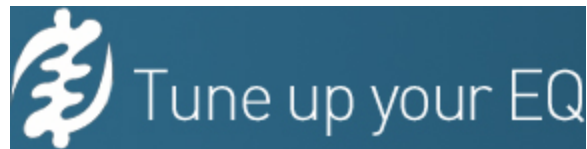
3. If so, where do my assumptions come from?

4. Are my assumptions producing good results for me, or are they just familiar stale habits that are holding me back?

5. What would it take for me to change my behaviour and become more effective as a result?



6. How would it feel if I made a commitment to myself to lead change from the inside out?



The Foolproof Guide For Emotionally Unintelligent Leaders

Learning From Opposites

On my Emotional Intelligence Learning Programmes for leaders I introduce participants to the “Abusive Tyrant.” He shows us many examples of how not be emotionally intelligent. He is truly a “leader from hell.”

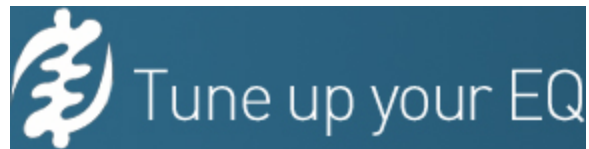
He always generates a lot of interest and discussion and this got me thinking. Somehow, we human beings seem to learn quite readily when we are exposed to examples of the dramatic opposite of what we are being taught. I’m delighted, therefore, to give you the Foolproof Guide for Emotionally Unintelligent Leaders. Follow these 32 easy rules and I guarantee you’ll be a managerial disaster in no time at all.

4 Crass Communication Principles

- ✓ Routinely humiliate your workers in front of customers and co-workers.
- ✓ When they complain, tell them to “toughen up.”
- ✓ Don’t try to get to know your staff as people. They’ll only be suspicious.
- ✓ Shout at staff. It’s the only thing that they understand.

6 Laws for Lousy Leadership

- ✓ Make sure that your “I Rule By Fear” sign is prominently displayed in your office. This will stop the unnecessary staff interruptions.
- ✓ Have a separate canteen for managers and another for line staff.
- ✓ Never eat at the canteen. Who knows what junk they put in the food anyway?
- ✓ Refuse to go on any training courses. After all, you’re in charge and you know it all.
- ✓ Never admit to any mistakes. Errors are for wimps.
- ✓ Be as erratic and unpredictable as possible at work. A good strong early morning drink usually does the trick.



11 Mad Motivation Mantras

- ✓ Don't praise your workers if they do something well. It will only make their heads swell.
- ✓ Tear up any staff suggestions that you receive. Why can't they focus on their own work?
- ✓ Always start your performance appraisals with the phrase " the trouble with you is"
- ✓ Save time by copying your mission statement from one of your competitors or just lift it from a management text book.
- ✓ Force the workers to buy their own cooker and/or fridge.
- ✓ Keep a dossier of staff that you see driving new cars. Have security tail them. They must be stealing from the company. They could never have bought it on the wages you pay.
- ✓ Keep the company vision a secret from your workers. After all, they're not smart enough to understand it.
- ✓ Leave your Employee of the Month plaque empty. No one really deserves it anyway.
- ✓ Give your favourite workers treats. That's the best way to get the team spirit going.
- ✓ Edit the staff newsletter yourself.
- ✓ Accept staff bribes for Employee of the Month Award.

3 Hints For Hapless Hiring

- ✓ Promote your sweetheart, regardless of whether or not s/he is competent.
- ✓ Always hire the most intellectually intelligent staff. It doesn't matter if they're sociopaths.
- ✓ Keep job applicants waiting for at least an hour before their interview. This will sort out those that are really committed.

5 Ways To Put The Cuss In Customer Service

- ✓ Don't be pleasant to customers. That's your workers' role. You don't want to put them out of a job.
- ✓ Teach staff to explain to customers that they can't get what they want "because it's company policy."
- ✓ Put your closed sign on your shop at least ten minutes before you're due to close.
- ✓ Put the customer first. Always announce new products and services in the newspapers and radio before the workers are briefed. They can always catch up later.
- ✓ Trace customers in front of workers. We don't have secrets from one another in our organisation.

3 Treacherous Training Tenets

- ✓ Treat staff training courses as a scarce benefit and spoil. It saves time on setting training priorities.
- ✓ Spend 20% of your staff training budget on motivational speakers from overseas.
- ✓ Don't give your staff any skills training. They'd only leave or ask for more pay if you did.



The Fast Route To Emotionally Unintelligent Leadership

Put this plan in action right away and you're guaranteed to be one of the world's top leadership failures. Follow the principles to the letter, add a few more of your own, and your success story could feature in one of my Emotional Intelligence Learning Programmes.

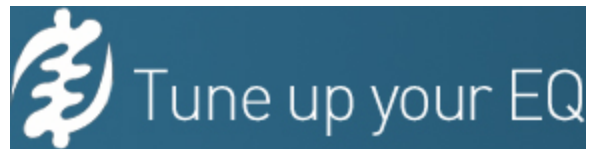
And now the bad news. These 32 tips are based on behaviours that I've regularly observed in varying degrees in workplaces in the workplace.

Practical Exercise

1. Think back over the last 6 months. Have you demonstrated any of these 32 deadly behaviours?

2. If so, what was the opposite of your deadly behaviour?

3. What prevents you from being an emotionally intelligent leader?



My Top 5 Emotional Intelligence Lists

Books

“Emotional Intelligence” by Daniel Goleman buy at www.amazon.com

“Get Out Of Your Own Way,” by Robert Cooper buy at www.amazon.com

“Resonant Leadership,” by Richard Boyatzis and Annie McKee buy at www.amazon.com

“Working with Emotional Intelligence” by Daniel Goleman buy at www.amazon.com

“Executive EQ,” by Robert Cooper buy at www.amazon.com

Websites

Consortium For Research In Emotional Intelligence In Organisations
<http://www.eiconsortium.org>

EQ Alliance <http://www.nexuseq.com> a network of Emotional Intelligence practitioners.
Includes an online discussion forum.

EQ.org <http://eq.org/> a portal that lists Emotional Intelligence, websites, services and resources.

Institute of Heartmath <http://www.heartmath.org>

Six Seconds <http://www.6seconds.org>

Blogs That Address EQ Related Topics

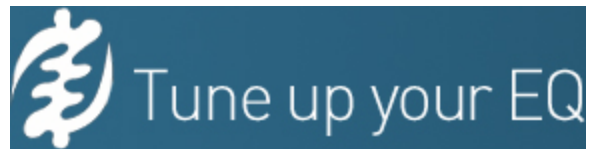
EQ4PM - A blog that focuses on Emotional Intelligence and Project Management.
<http://eq4pm.typepad.com/eq4pm/>

Brain Based Business - Learn how to get more out of your brain. Has a lot of thought provoking and stimulating resources about intrapersonal intelligence
<http://www.brainbasedbusiness.com>

Brain Based Biz - Refreshing business through arts and the mind.
<http://www.brainbasedbiz.blogspot.com>

Brains on Purpose - Understand the connection between neuroscience and conflict resolution
http://westallen.typepad.com/brains_on_purpose/

[Positive Psychology News Daily](#) a blog authored by graduates of the Master of Applied Master of Applied Positive Psychology programme at the University of Pennsylvania and by guest authors.



Postscript: My Emotional Intelligence Story

The Government of Jamaica's Secret Weapon

In 1998 I was appointed as a Change Management Expert to the Government of Jamaica. My role was to work on a one year contract with several Government Ministries and agencies to streamline the building approval process.

I had no budget and no executive authority. Before I started work, I received a lot of advice. Many people advised me to keep my head down and get my pay because “nothing ever changes in Government.”

When the project commenced, many of the organisations involved were very sceptical. They thought the project was doomed before it started. This feeling was strengthened when Ministry X, which was widely perceived as the biggest bottleneck in the system, failed to send anyone to attend the first Project Workshop.

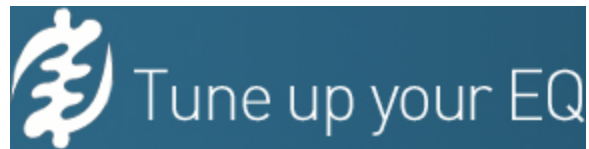
Against this background, progress was slow at first. Ministry X seemed to be in a state of deep denial. They were the only Government officials that thought their processing record was acceptable.

Getting Beyond Denial

One day, I went to a meeting with officers from Ministry X and offered to go through their records with them. We patiently reviewed the records. Our analysis revealed what they had always known deep down in their hearts and I had suspected. There was a large backlog of applications. The denial stage had come to an end! As the scales lifted from their eyes we moved swiftly from defining the problem to posing practical solutions. From then on, my counterpart and I worked closely with Ministry X and they made major improvements in their work. They cleared a massive backlog of applications and simplified their processes. As Ministry X improved, their positive approach created a ripple effect and the signs of improvement in the system became manifest.

Towards the end of my one year contract, I was asked to consider an extension to my contract. I was also asked to broaden the scope of the project beyond the confines of building approvals and to encompass all forms of business approval. I agreed to both requests.

In the second year, I encouraged a number of Government agencies to develop a training programme for Government employees, called “Cutting the Bureaucratic Red Tape.” The programme was launched by the Prime Minister and I wrote his speech. During the second year we enjoyed some successes and some failures. Ministry X was transformed from being the pariah Ministry to becoming a model for other ministries.



Sharpening The Tools Through Consistent Application

After my role as a Change Management Expert, I became a Change Management Consultant to the Jamaica Promotions Corporation. I designed a new recruitment and selection process to help the organisation to hire a new senior management and middle management team. I found once more that I had to draw upon my listening skills to balance the imperative to speedily implement the necessary organisational changes with the need to maintain a high level of transparency and compassion.

For the next few years, I worked on a variety of organisational change projects and I continued to use my “secret weapons.”

A Clearer Focus On Emotional Intelligence

As time passed, I began to muse. “If I am using these competencies and I’m having some success, why shouldn’t I work in a more focused way?” A compelling answer came to me in 2004 when I made an impromptu drawing during a meeting with a client. The client asked me to write a proposal for an Emotional Intelligence training course and I embarked on another phase of learning. I decided to focus my consultancy on Emotional Intelligence.

It has been a very enlightening experience, with lots of joy and some pain.

Deeper Lessons That I’ve Learned

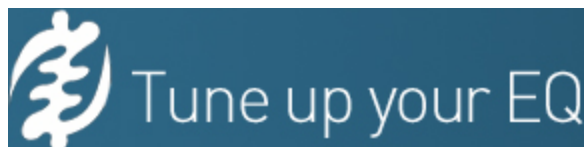
There are many lessons that I’ve learned along the way. They go way beyond having an enhanced technical appreciation of what Emotional Intelligence is. Let me share a few of my key personal lessons with you:

- It’s important for me to work on topics that I truly believe in.
- Instead of trying to be a perfectionist, I have become far more comfortable creating my work, sharing it with others and refining it as I go along.
- It is vital not to censor my ideas.
- The best ways to improve my Emotional Intelligence are to reflect on my behaviour and to seek to teach the subject to others.
- I am inspired by the feedback of other people and I try to learn from their insights and incorporate them into my work.

My Emotional Intelligence Story has been an enjoyable unfolding, life-changing experience.

My Encouragement To You.

What is your Emotional Intelligence Story? How will you share it with other people?



Profile of Galba Bright

Galba Bright, the owner of Galba Bright & Associates, provides Emotional Intelligence services and products throughout the world. The company owns and operates Tune up your EQ <http://tuneupyoureq.com>, which is rated by Technorati as the top Emotional Intelligence Website and Blog in the world.

He resides in Jamaica, was born in Sierra Leone and was raised and educated in England. Prior to founding Galba Bright & Associates in England in 1992, he worked as a senior manager in public sector housing. Galba Bright holds a Masters Degree in Business Administration from Henley Management College, an Honours Law Degree from Warwick University and a Postgraduate Diploma in Research and Survey Methods from North London Polytechnic.

My Message To You

Thank you for buying this book. I hope that it will help you achieve your goals.

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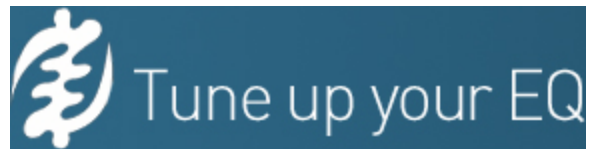
<http://tuneupyoureq.com>

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ENJOY YOUR EMOTIONAL INTELLIGENCE JOURNEY !!!



Praise from Tune up Your Emotional Intelligence Readers

"Tune Up Your Emotional Intelligence has helped me realise that self realization has been hidden in the deepest caverns of my heart, the greatest test of courage while on planet earth is to bear "defeat" without losing heart, that I may know and appreciate my reason for being"

Sister Vickie Thompson, February 2006, United States

"I have memorised all of the 7 Laws of Emotional Intelligence and I use them as my Daily Analysis Sheet. I assess my daily behaviour each night before I go to bed and strive to find solutions once they are needed."

Tanika Williams, February 2006, Jamaica

"I really liked your Tune Up Your Emotional Intelligence Workbook ... It is short, to the point, and focuses on the application of the material."

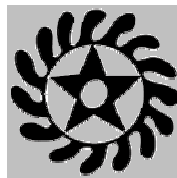
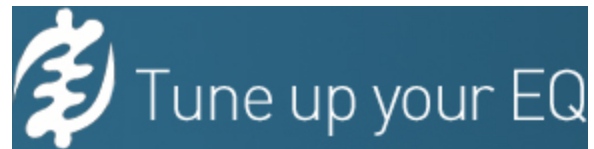
Anthony Mersino, November 2006, United States. Author of "*Emotional Intelligence for Project Managers; The People Skills You Need to Achieve Outstanding Results*"

"Your Tools for Transformation have helped me to face life thinking that challenges are just challenges, opportunities, and do not mean that I am still stuck in the dark pit of negative programming. I have been able to surface from some trees and see a forest. .. getting your publication helped me to seize and own this success...I try to daily affirm what it is I want to enter my experience. I know that hearing you on IRIE FM was a manifestation of some affirmation. DIVINE ORDER!"

Jeanette Campbell, March 2006, Jamaica

"By using the tools, I have become more aware of my emotional intelligence. I am now dealing with my co-workers on a different level. I am now analyzing things said to me before I answer. I think first and analyse the situation before responding."

Tyrone Small, March 2006, Jamaica



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