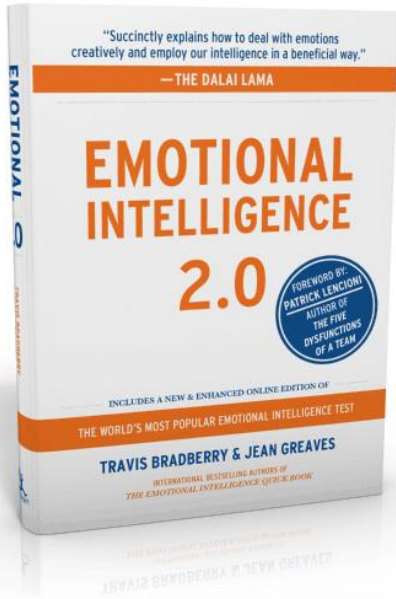


Emotional Intelligence

January 2018

BEFORE THE CLASS - Take EQ Appraisal – 15 min



In the back of the Emotional Intelligence 2.0 book is a red thicker sheet of paper that looks like an envelope.

1. Go to: www.TalentSmart.com/test
2. Click on the “TAKE THE TEST” button
3. Scratch off the foil on the sheet to reveal your unique passcode. This passcode is good for one person only. Only you will be able to see the results. Daugherty will not have access.
4. Type your passcode and click on the “Submit” button to begin your test.
5. Return to www.TalentSmart.com/test, click on the “View My Report” button, and log in with your passcode anytime you want to revisit your test results.
6. Review results and suggested next steps. Watch any recommended videos.

The Workshop Today - Objectives


PROCESS:

1. Take the EQ test BEFORE the class (ideally)
2. Define and discuss EQ, Engage in the conversation
3. Watch and participate in scenarios
4. Perform retrospective
5. Create personal plan
6. Record your PMI PDU! (directions in appendix)
7. Start your journey



Working Agreement

1. Respect all opinions
2. Be open and honest
3. Question the topic, not the person
4. Start and stop on time
5. No cell phones, email, etc.
6. Fully engage
7. Have fun



☒ **Yes, I will.**

☐ **No, I will not.**

Emotional Intelligence has been around a long time....

“How to Win Friends and Influence People” Dale Carnegie, 1936

Psychology Today Find a Therapist Topics Get Help Magazine Tests Experts

Find a Therapist City or Zip

Emotional Intelligence

What Is Emotional Intelligence?

Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and cheering up or calming down other people.

Being Smart About Feelings

Unlock Your Emotional Genius
How emotionally intelligent are you, and why should you care?
By Susan Krauss Whitbourne Ph.D.

What Emotional Intelligence Is and Is Not
Does it exist? What is its significance?
By John D Mayer Ph.D.

How Focus Changed My Thinking About Emotional Intelligence
Children who learn how to focus also enhance their emotional intelligence.

Emotional Intelligence

Emotional Intelligence Basics

Recent posts on Emotional Intelligence

Emotional Intelligence Essential Reads

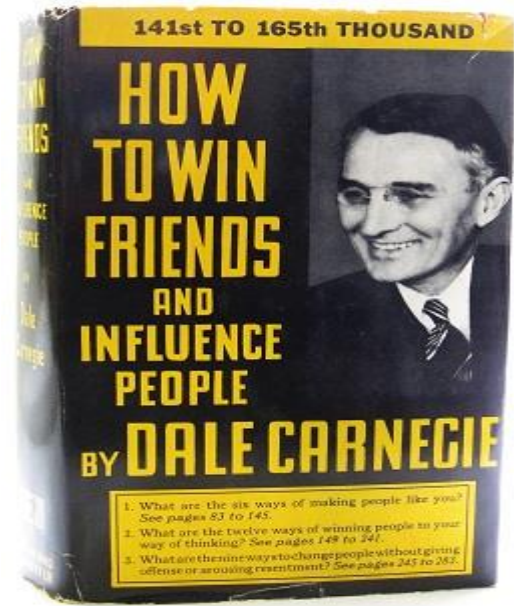
ADVERTISEMENT

Find a Therapist

Get the help you need from a therapist near you—a FREE service from Psychology Today.

City or Zip Search

US Cities:



<https://www.psychologytoday.com/basics/emotional-intelligence>

Some Statistics...(1)

Hiring managers value personality 73%. Cultural fit (53%), Skills (39%)



90% of top performers have high EQ

EQ is responsible for 58% of your job performance



\$29,000 more made by people with high EQ annually over the low EQ counterparts

(1) TalentSmart, August 2017

Its All About the Soft Skills...

Technical skills can be more easily taught
Increasing HR is hiring for “culture fit”
EQ is usually valued more than IQ



- ☐ Can you talk to all levels of management?
- ☐ Do you have the self confidence?
- ☐ Do you have empathy?
- ☐ Do you practice active listening?
- ☐ Do you give constructive feedback?
- ☐ Can you inspire a team?
- ☐ Can you influence others?
- ☐ Are you always positive and upbeat?
- ☐ Do others want to engage you?



EQ is foundation for many critical skills including:

- Trust, Accountability, Flexibility, Communication, Management, Empathy, Change Flexibility & Tolerance, Listening
- CSA² for both Client Service and Consultant Support relies heavily on EQ

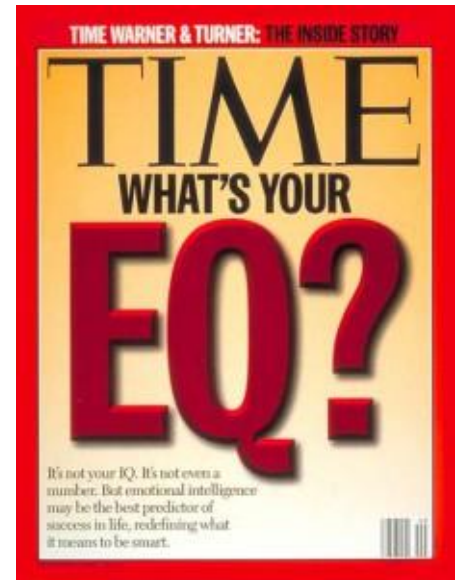
Topics

1. What is Emotional Intelligence or EQ?
2. Components of EQ
 1. Self Awareness
 2. Self Management
 3. Social Awareness
 4. Relationship Management
3. Summary
4. Appendices

What is EQ?

“Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.” Drs. Travis Bradberry and Jean Greave.

Emotional Intelligence 2.0



“No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can’t ignore it.” – **Jack Welch**

Why do we need EQ?



Separate emotion from fact, and then from action.

Emotions and knee jerk reactions come fast, controlled reactions don't necessarily (at least not without practice).

How do you act appropriately?

EQ and The Trusted Advisor (Agile or Waterfall irrelevant)

Due to nature of being a Trusted Advisor, you are put into situations that require EQ. You often don't have a relationship with them. Including:

- Coaching and creating teams
- Executive Management
- Client interactions
- Vendor interactions
- Providing feedback for team members
- Being a subject matter expert
- Needing to influence

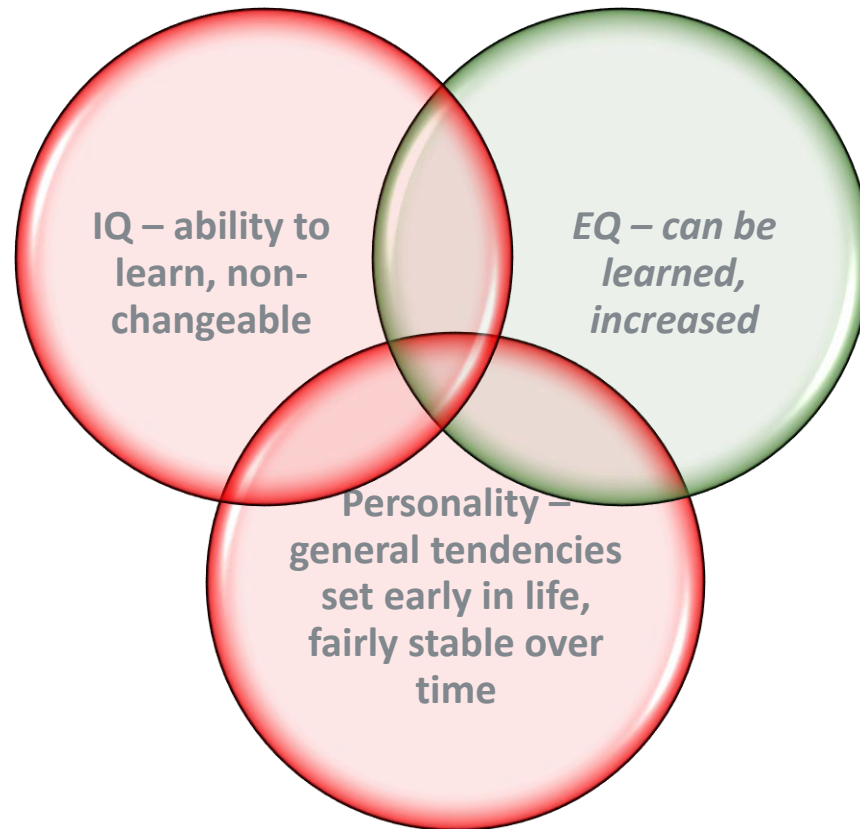
How Do You Know That You **Lack** Emotional Intelligence?

1. You get stressed easily
2. You have difficulty asserting yourself
3. You have limited emotional vocabulary
4. You make assumptions quickly and defend them vehemently
5. You hold grudges
6. You don't let go of your mistakes
7. You often feel misunderstood
8. You don't know your triggers
9. You don't get angry
10. You blame other people for how they make you feel
11. You're easily offended

You can control all of the above, how do you choose to react?

The Whole Person

A person is made up of 3 components.



The Popular Emotional Intelligence Test*

Over 500,000 people tested

Only 36% of people can accurately identify their emotions as they happen (means 2/3rds of people are controlled by emotions and can't identify them!)

Then awareness is not the same as understanding (and controlling)

General Categories (with varying degrees of intensity):

1. Happy
2. Sad
3. Angry
4. Afraid
5. Ashamed

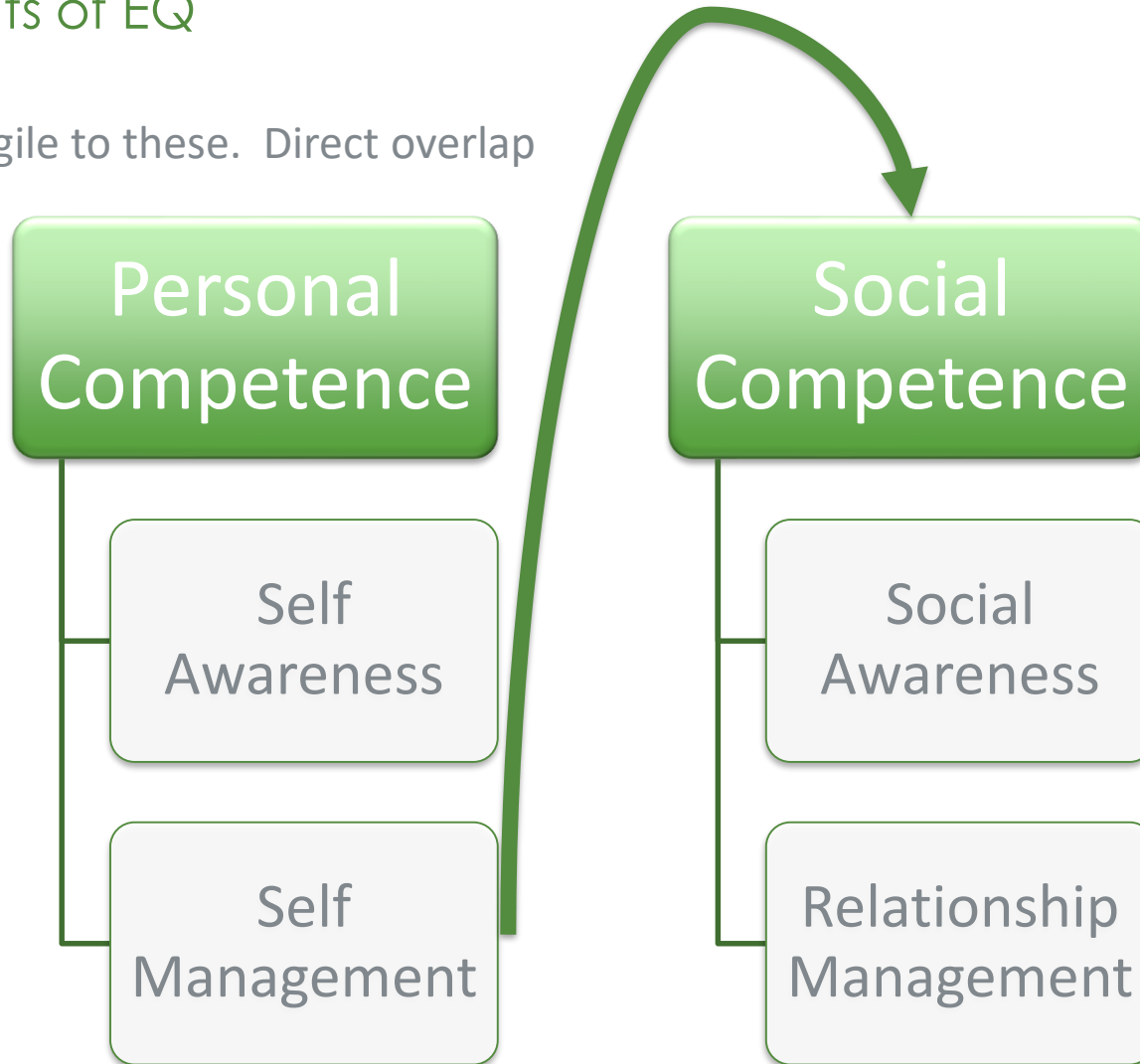
You should have taken the survey (our version of the test) prior to attending today

* From Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves

Components of EQ

Components of EQ

Overlay PM/Agile to these. Direct overlap



Self Awareness

- Ability to accurately perceive your own emotions and tendencies in similar situations.
- Focus on what makes you happy & your strengths.
- Manage your emotions, don't let them manage you
- Emotions aren't necessarily good or bad, they just are. They are data points.
- Understanding what makes you tick.

This is a core ability, all others require it.

Scenario #1 – Self Awareness

Client: *I am sick and tired of dates slipping (banging his fist on the table).*

Chuck: (consultant): *I can understand that, though we have known that folks would be taking PTO during this time period for quite a while.*

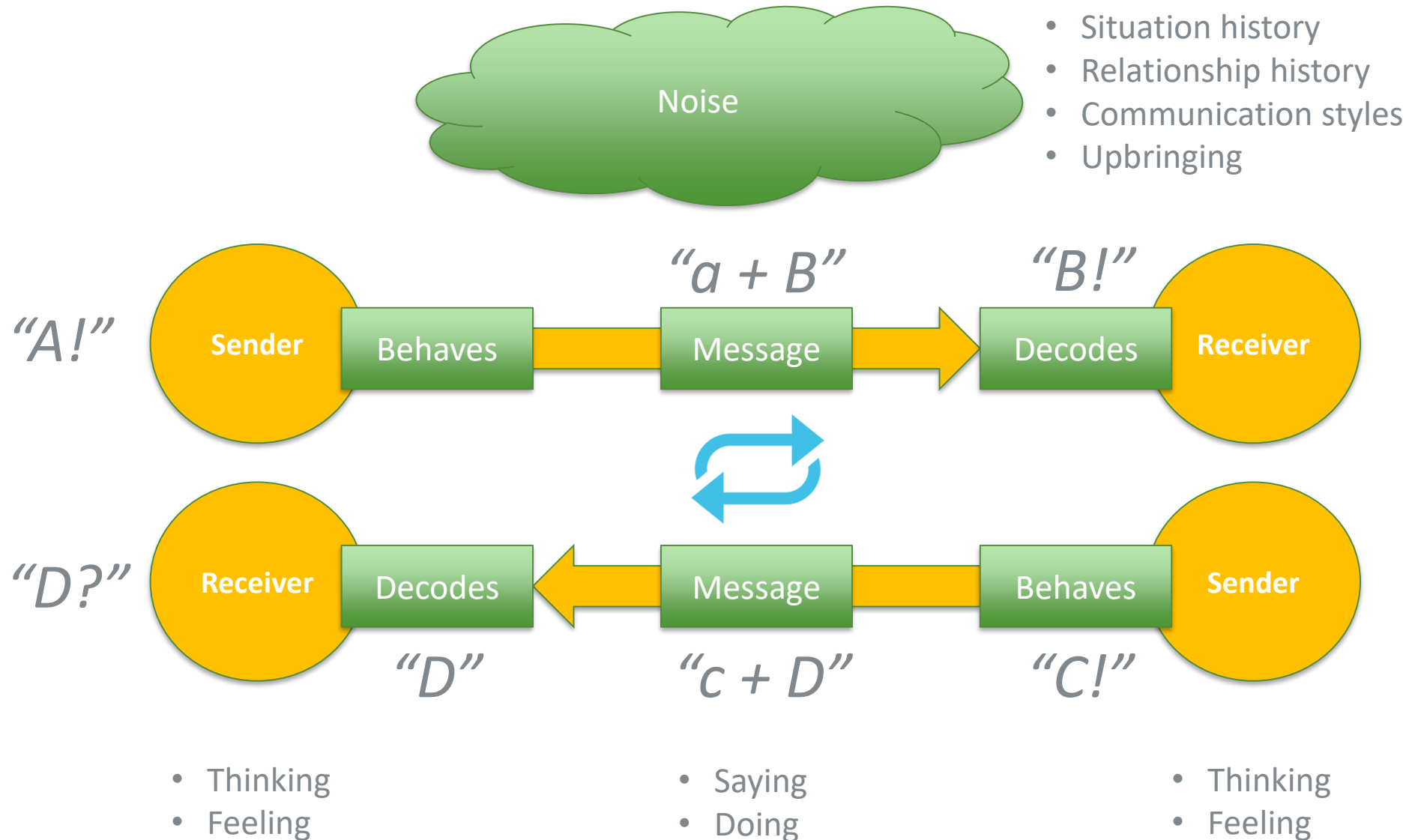
Client: *People are always taking time off. I never take time off. What it is with these people?*

Chuck: *Is it that time of year that folks like to spend time with their families.*

Client: *Family time is over-rated.*

Discuss the self awareness activities here for both the client and the consultant (Chuck). What could be crossing their minds?

Communications Model – Interactive Model



Discussion

1. Get into groups of 3 or 4 people.
2. Discuss what happened
3. What was the client feeling?
4. What was the consultant feeling?
5. How could the client have acted differently?
6. How could the consultant have acted differently?

What Does Good Self Awareness Look Like?

You understand your emotions and WHY you react the way you do

You understand your hot buttons and their triggers

You understand the ROOT cause of your emotions

You aren't taken by surprise by them

Do I over-react? Should I tone-down certain behavior

What holds me back from managing my emotions effectively?

*Understand the things you do, say, think,
and feel. This can be uncomfortable,
especially when someone points it out to
you (without asking)*

Strategies to Increase Self Awareness

1. Quit treating your feelings as good or bad – they are facts
2. Observe the ripple effect from your emotions
3. Lean into your discomfort
4. Feel your emotions physically – such as nervous ticks
5. Know who and what pushes your buttons
6. Watch yourself like a hawk
7. Keep a journal about your emotions
8. Don't be fooled by a bad mood
9. Don't be fooled by a good mood
10. Stop and ask yourself WHY you do the things you do
11. Visit your values
12. Check yourself
13. Spot your emotions in books, movies, and music
14. Seek feedback – always a great approach
15. Get to know yourself under stress

Scenario 1 – What Good ***Might*** Look Like...

Client: *I am sick and tired of dates slipping (banging his fist on the table).*

Chuck (consultant): *I understand your frustration. Are you concerned with any dates in particular?*

Client: *People are taking too many PTO days, I'm afraid that our Go Live date is in jeopardy.*

Chuck: *Fortunately we accounted for PTO days when we created the project plan, we should be covered, though I will track them and ensure that we are still tracking properly.*

Self Management

Ability to use awareness of your emotions to actively choose what you say and do. Its more than self-control in a difficult situation. It also entails all of the little things you do during the course of a day such as the face you make when you experience something you don't like.

Align you body language and your words – inspires trust and confidence

Scenario #2 – Self Management

Client: *Hi Chuck. I want to talk to you.*

Consultant (Chuck): *Sure.*

Client: *I read an article on why working 60 hours a week is the best way to increase productivity on my red-eye flight last night.*

Chuck: *Hmm. Last week you read an article on how making everyone part-time is the most productive approach.*

Client: *But this article is from The Freeloaders Magazine, a trusted news source. They have a great website so it must be true. I want to implement this tomorrow.*

Chuck: *(sighs) Maybe we could discuss this in more detail a little later? Perhaps give it some thought? Discuss it with HR?*

Discuss what happened. What emotions is the client experiencing? The consultant?

Discussion

1. Get into groups of 3 or 4 people.
2. Discuss what happened
3. What was the client feeling?
4. What was the consultant feeling?
5. How could the client have acted differently?
6. How could the consultant have acted differently?

What Good Self Management Looks Like...

1. Controlled reactions (emotions don't overcome). Remain calm
2. Active listening
3. Look past the emotions to help determine root cause
4. Don't let your individual history cloud the situation.
5. If you have an outburst, recognize it and apologize immediately
6. Leaves both parties feeling better about themselves and the situation
7. Being vulnerable can be powerful

Strategies to Increase Overall Self Management

1. Breathe right – from the diaphragm, increase oxygen to the brain
2. Create an emotion vs reason list
3. Make your goals public – such as quitting smoking or dieting
4. Count to ten
5. Sleep on it
6. Talk to a skilled self-manager
7. Smile and laugh more
8. Set aside some time in your day for problem solving
9. Take control of your self-talk – “you can do it”
10. Visualize yourself succeeding
11. Clean up your sleep hygiene
12. Focus your attention on your freedoms, rather than your limitations
13. Stay synchronized between what you say and your body language
14. Speak to someone who is not emotionally invested in your problem
15. Learn a valuable lesson from everyone you encounter – both good and bad
16. Put a mental recharge into your schedule
17. Accept that change is just around the corner

Scenario 2 – What Good **Might** Look Like...

Client: *Hi Chuck, I want to talk to you.*

Chuck (consultant): *Sure, how are you today?*

Client: *Fine. I read an article on why working 60 hours a week is the best way to increase productivity.*

Chuck: *Hmm. 60 hours would be quite an increase. Is there a concern about productivity?*

Client: *I am always looking for ways to increase productivity! We have to keep up with our competitors.*

Chuck: *I can appreciate that. Maybe we can hold a lean workshop in a few areas of the company that seem to have the most potential. Get your team involved, they often have great ideas. With respect to competition, let's talk to product development.*

Client: *Interesting. I didn't think of that. Involving everyone in the problem is a great way to find workable solutions and I would love to know what product development has up their sleeves.*

Social Awareness

Ability to accurately perceive your other's emotions and tendencies in similar situations. Understanding the drivers of someone else. Instead of looking inward, you are looking outward. Tuning into others.

Its not about you!



Scenario #3 - Social Awareness

One consultant walks by the client and asks “Hi client name, how goes it today?” The client says a brief “fine” though his/her body language and facial expressions convey not fine at all.

Discuss what happened. What emotions is the client experiencing? The consultant?

Discussion

1. Get into groups of 3 or 4 people.
2. Discuss what happened
3. What was the client feeling?
4. What was the consultant feeling?
5. How could the client have acted differently?
6. How could the consultant have acted differently?

What Does Good Look Like?

Social Awareness is the ability to pick up on the emotions of others, understand what they are experiencing. The socially aware person is often the “go to” person for a shoulder to cry on. The one who listens without judgment.

Features include:

- Listening and observing
- Stop listening to your own inner voice
- Don't interrupt
- Read facial expressions, body language, emotions of others

Practical Strategies to Increase Social Awareness

1. Greet people by name (or at least admit that you don't remember it) and smile
2. Watch body language, sync it with your words
3. Make timing everything
4. Develop a "back-pocket" question such as weather, vacation, sports
5. Don't take notes at meetings
6. Plan ahead for social gatherings, reduces your stress
7. Clear away the clutter, don't multi-task
8. Live in the moment, engage
9. Go on a 15-minute tour, walk the floor
10. Watch EQ at the movies
11. Practice the art of listening, active listening
12. Go people watching at the park, mall, etc.
13. Understand the rules of the culture game. May vary depending on location.
14. Test for accuracy – "I thought I heard..."
15. Step into their shoes - Empathy
16. Seek the whole picture
17. Catch the mood of the room

Scenario 3 – What Good ***Might*** Look Like...

Chuck, the consultant, walks by the client and asks how things are going. The client says a brief fine, though his/her body language and facial expressions convey not fine at all.

Consultant: *Hi client, how are you today?*

Client: *Fine*

Consultant: *Hmm, really? You seem upset? Something I can help you with?*

Client: *Too much going on at home.*

Consultant: *Yeah, I think we all experience that. Maybe you should take a little break and focus on it before it takes over. Just a thought. Let me know if I can help, or if you just need a shoulder.*

Client: *Thanks, I appreciate that (smiles).*

Relationship Management

Ability to create and maintain a good relationship. Honeymoons don't last. Relationships take work, even the great ones that seem effortless.

It takes:

- Time
- Energy
- Respect
- Awareness
- Empathy
- Flexibility
- Sometimes a “tough skin”
- Win/win for both sides

Scenario #4 - Relationship Management

Supervisor: *Hello Chuck, take a seat*

Consultant Chuck: *Hello, what's up?*

Supervisor: *I had a conversation with our client. He has asked that you be removed from the account.*

Consultant Chuck: *Why? I didn't do anything wrong. I worked hard and did everything I was told to do. I don't understand. I always knew he didn't like me.*

Supervisor: *I want to give you some feedback. The client said that he had asked for weekly status reports every Friday. They were often delivered the following week. Also, the information on them was not correct on a consistent basis.*

Consultant Chuck: *So the reports were late a time or two. I don't understand.*

Supervisor: *Did you ever tell him the reports were going to be late?*

Consultant Chuck: *No, I always said that they were going to be on time*

Supervisor: *On Monday please report to the office. I will be there, feel free to stop by and we can further discuss this.*

Discuss what happened. What emotions are the Supervisor experiencing? The consultant, Chuck?

Discussion

1. Get into groups of 3 or 4 people.
2. Discuss what happened
3. What was the client feeling?
4. What was the consultant feeling?
5. How could the client have acted differently?
6. How could the consultant have acted differently?

What Does Good Look Like?

Leverages all of the three previous skills.

- Self awareness skills to notice your feelings
- Self management skills to express your feelings
- Social awareness skills to notice and understand other's feelings

Building quality relationships, manage interactions effectively. Includes during times of stress. Solid bonds, quality, depth, history, time spent. It takes time, energy, and know-how (emotional intelligence). It is an investment that needs to be maintained.

- Empathize
- Manage stress
- Anger management
- Make safe environment
- Team building

Generally, nobody wants to be alone. No man is an island.

Strategies to Increase Relationship Management

1. Be open and curious
2. Be courteous, have manners
3. Enhance your natural communication style – chatty, small groups, discreet, direct, parties, etc.
4. Avoid giving mixed signals – what you say vs body language
5. Remember the little things that pack a punch – words matter
6. Take feedback well
7. Build trust – say what you do, do what you say. Be transparent.
8. Have an open door policy
9. Only get mad on purpose
10. Don't avoid the inevitable, it only makes it worse
11. Acknowledge the other person's feelings
12. Complement the person's emotions or situation
13. When you care, show it – don't be afraid to be a little vulnerable
14. Explain your decisions, don't just make them
15. Make your feedback direct and constructive
16. Align your intention with your impact
17. Offer a fix-it statement during a broken conversation – such as “This is hard” or “How are you feeling?”
18. Tackle a tough conversation

Scenario 4 – What Good **Might** Look Like...

Supervisor: *Hello Chuck, take a seat*

Consultant Chuck: *Hello, what's up?*

Supervisor: *I had a conversation with our client. He has asked that you be removed from the account. I wanted to discuss that with you before any actions are taken.*

Consultant Chuck: *We've been having some problems, especially with getting the weekly reports out on time. I'm having trouble getting the needed information from others within the organization*

Supervisor: *Hmm, that is a common problem. Have you discussed this with the client?*

Consultant Chuck: *I was trying to manage it myself, without much success*

Supervisor: *I'd like to schedule a meeting on Monday with the client, you, and myself and we can discuss this. Please be sure to have details with you in case we need them. Also, please think of possible ways we can improve this situation, I'd like to present some alternatives when we meet with the client.*

Consultant Chuck: *Thank you for your support.*

Wrap up

Action Plan

1. Carefully review the suggestions the test results
2. Focus on only one or two skills at a time
3. Watch the video clips
4. Get a mentor for your focus skill(s)
5. Practice
6. Re-take the test

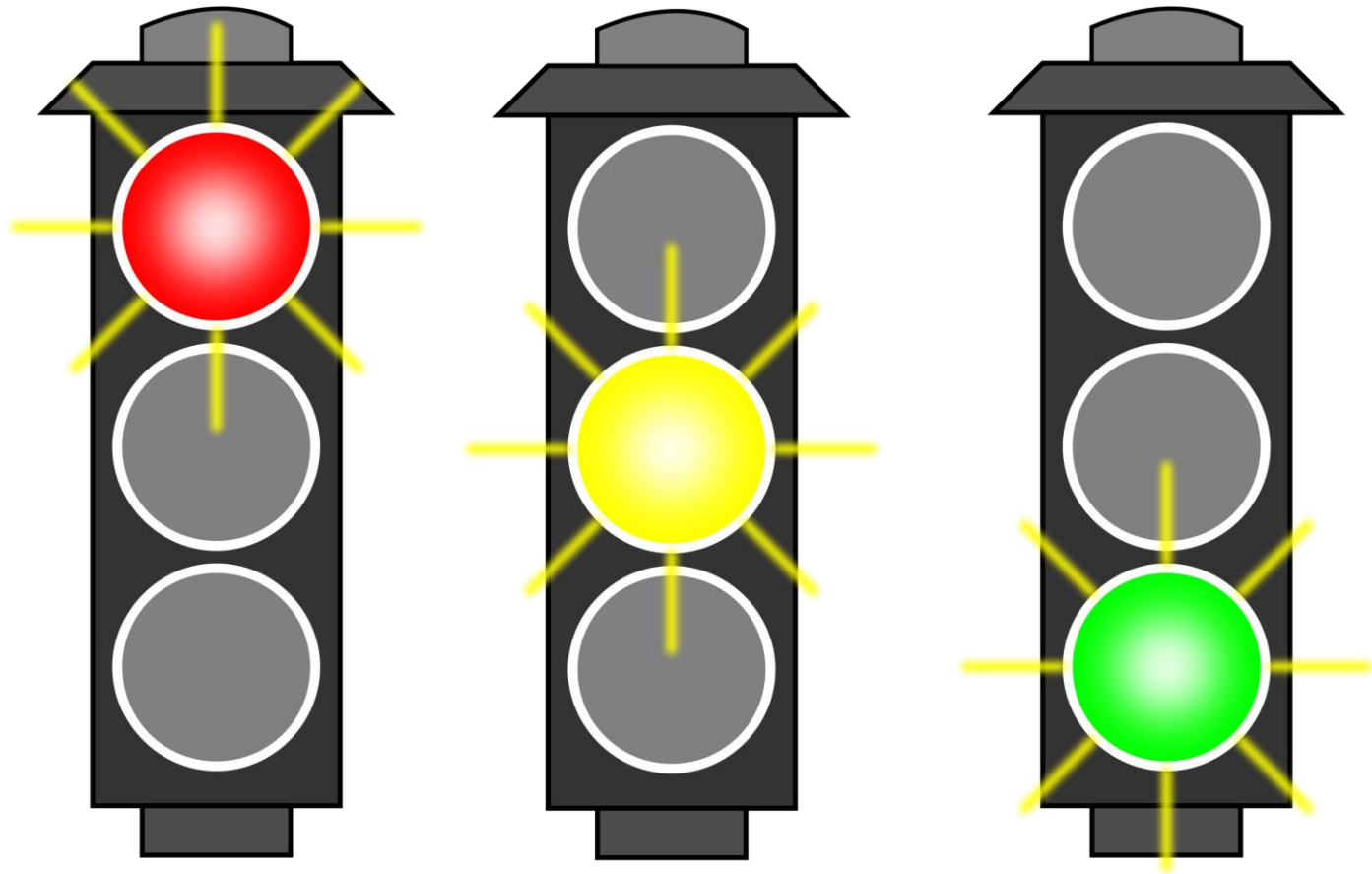
The Workshop Today – Objectives Review. Did we...

1. Take the survey before the class. Fill out the Survey Monkey, anonymous results survey (allows us to discuss group's tendencies)
2. Define and discuss EQ
3. Watch and participate in scenarios
4. Perform retrospective
5. Create personal plan to discuss with our supervisor



Feedback, Retrospective

What worked, what didn't work, what to start





Appendix

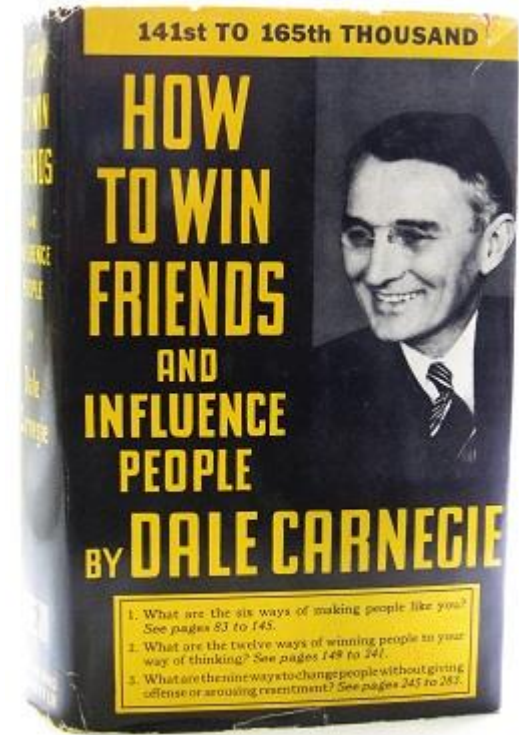
Look at “How to Win Friends and Influence People – by Dale Carnegie, published in 1936

Fundamental Techniques in Handling People

1. Don't criticize, condemn, or complain
2. Give honest and sincere appreciation
3. Arouse the other person an eager want – see things from their perspective, then add our desires with their wants so we can mutually achieve our objectives

Six Ways to Make People Like You

1. Become genuinely interested in other people
2. Smile
3. Remember their name
4. Be a good listener
5. Talk in terms of the other person's interest
6. Make the other person feel important – and do it sincerely



Dale Carnegie, cont

Twelve Ways to Win People to Your Way of Thinking:

1. The only way to get the best of an argument is to avoid it
2. Show respect for the other person's opinions. Never say "You're Wrong"
3. If you are wrong, admit it quickly and emphatically
4. Begin in a friendly way
5. Start with questions to which the other person will answer yes
6. Let the other person do a great deal of the talking
7. Let the other person feel the idea is his or hers
8. Try honestly to see things from the other person's point of view
9. Be sympathetic with the other person's ideas and desires
10. Appeal to the nobler motives
11. Dramatize your ideas
12. Throw down a challenge

Dale cont

Be a leader: How to Change People Without Giving Offense or Arousing Resentment:

1. Begin with praise and honest appreciation
2. Call attention to people's mistakes indirectly
3. Talk about your own mistakes before criticizing the other person
4. Ask questions instead of giving direct order
5. Let the other person save face
6. Praise every improvement
7. Give the other person a fine reputation to live up to
8. Use encouragement. Make the fault seem easy to correct
9. Make the other person happy about doing what your suggest

Dale cont.

Seven Rules for Making Your Home Life Happier:

1. Don't nag.
2. Don't try to make your partner over
3. Don't criticize
4. Give honest appreciation
5. Pay little attentions
6. Be courteous
7. Read a good book on the sexual side of marriage.

Per Agile Coach Ewan O'Leary – 13 Skills for an Agile Coach

1. Assume positive intent
 2. Don't make assumptions
 3. Follow through on commitments
 4. Respect everyone
 5. Don't think your help is always needed
 6. Look at the system, not the results. If you don't like the results, change the system
 7. Ask powerful questions
 8. Keep developing yourself
 9. Lean in to your presence
 10. Stay in the present time, keep your vision and execution in perspective
 11. Find your purpose and lead from there
 12. Recognize the joy of everyone's journey
 13. Be skeptical of the laws of leadership
14. ---smile, It is a super-power

From June 26, 2017

Lessons from Getting Fired – by Liz Ryan, Aug 10, 2017, LinkedIn

- No one likes it, but in the ‘gig’ economy it is bound to happen
- Either a let go from a role/position or from the company entirely
- Happens for all kinds of reasons, not just to terrible employees

Possible causes include:

- Did the job too well
- Did the job poorly
- Having better ideas than the boss
- Culture fit
- Personalities, particular of direct manager
- Fearful managers
- Position elimination (merger, acquisition, consolidation)

5 Life Lessons

1. Expect the unexpected – the world will throw you curve balls. Be ready
2. People will go far to assert their authority
3. You need to maintain your dignity in the working world's most undignified situation
4. You will get up, dust yourself off and continue
5. You will survive
6. Sometimes it is the kick in the butt that you need to make real progress

It is shocking and deals a real blow to your self-esteem. You need to cope with the reality – such as paying the rent, supporting your family

You may need to mourn the loss (think of grieving), but eventually stand back and analyze objectively

“What can I LEARN from this experience?”

- Read the situation better
- Have better soft skills
- Don't take every situation personally
- Better conflict resolution
- Better training / skill sets
- More assertiveness
- Less assertiveness
- Be true to yourself

You learn how to be strong, face reality, cope with painful situations, how to persist

Costs and Links for EQ 2.0

Cost of Book and one test code on Amazon: \$13.85

www.talentsmart.com – website

Test alone: \$39.95 (with one retest)

Articles: Free, plus signup for newsletters

6 Ways to Increase Your Emotional intelligence (by Preston Ni, 10/5/14, Psychology Today)

1. The Ability to Reduce Negative Emotions
 1. Reduce negative personalization (jumping to negative conclusions)
 2. Reduce the fear of rejection (give yourself options)
2. The Ability to Stay Cool and Manage Stress
 1. Put cold water on your face, get some fresh air
 2. Exercise
3. The Ability to Be Assertive and Express Difficult Emotions When Necessary
 1. Communication. “ I feel X when you do Y in situation Z”
4. The Ability to Stay Proactive, Not Reactive in the Face of a Difficult Person
 1. Think before you speak, take a deep breath, count to 10
 2. Empathize
 3. Set Consequence – identify and assert consequences of an action
5. The Ability to Bounce Back from Adversity
6. The Ability to Express Intimate Emotions in Close, Personal Relationships
 1. Verbally
 2. Body Language
 3. Behaviors


Reporting PMI PDU

1. Log into PMI.org
2. Choose myPMI
3. Report PDUs on CCRS
4. Course or Training
5. Education, Leadership
6. Claim 1 PDU, Daugherty is provider. You can put Thomas Legere as contact.
7. Course Description Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships. These skills are critical for project and program managers, team leaders, and anyone that interacts with others. As you move up your career ladder, technical skills become less important and soft / emotional intelligence skills become more important. This class stresses those skills with an eye to the PM.

Sign up for Newsletter

Already a Customer? [Sign In](#) New Customer? [Register](#) [🛒 \(0\)](#) [My Cart](#)

SEARCH: [GO](#)

 **TALENTSMART**

[PRODUCTS](#) [SERVICES](#) [ABOUT](#) [ARTICLES](#) [CONTACT](#)

WORLD'S #1 PROVIDER OF EMOTIONAL INTELLIGENCE

Newsletter Articles

 [Like 3.9K](#) [in Share](#) [338](#) [G+](#)

NEWSLETTER SIGN UP: [Submit](#)

More than 2 million subscribers!

Featured Article



12 Qualities That Set Ultra Successful People Apart

Success comes down to emotional intelligence more than anything else. Dr. Travis Bradberry shows how ultra successful people use this skill to achieve their dreams.

Most Popular



How Emotionally Intelligent People Handle Toxic People

Toxic people have always been a drag, but new research shows they can physically harm your brain. Dr. Travis Bradberry shows you how to keep your gray matter safe.



9 Things Emotionally Intelligent People Won't Do

Dr. Travis Bradberry explains nine key things emotionally intelligent people are careful to avoid so that you can start doing the same today.



How Successful People Stay Calm

The ability to remain calm under pressure is a massive predictor of performance. Dr. Travis Bradberry provides ten proven strategies you can start using today.



13 Habits of Exceptionally Likeable People

Too many people succumb to the mistaken belief that being likeable comes from natural traits that belong only to a lucky few. Dr. Travis Bradberry explains how being likeable is under your control, and it's a matter of emotional intelligence (EQ).

“How To Help Someone Develop EQ” by Annie McKee

As a manager, up to you to help develop the EQ of your direct reports.

Difficult because it involves neural pathways and practice over many years.

Become a “coach”, a source honest, trusted feedback (good and bad, they are both important)

What works: (this has been tested for a number of years successfully)

1. Help people form a deep and personal “vision” of their future
 - Coach the person so that he/she can document a clear and compelling picture that includes strong relationships with friends and co-workers
 - Find out the current state of his/her EQ. Personally observe. Ask others, perhaps through 360 degree feedback
2. Help them to realize how their current behavior might prevent them from obtaining their future vision.
 - Craft a gap analysis, such as a lack of empathy. How to read and sympathize
 - Create a learning plan (not a performance plan!). This might include creating a diary, practice, constant honest feedback

Worse case scenario is no improvement. As a manager, you help transition them to a better position either internal or even external to the organization.