



Institute
and Faculty
of Actuaries

Life Conference 2016

Emotional Intelligence – an introduction



Agenda

1. Introductions
2. Self awareness and the Johari Window
3. Giving and receiving feedback
4. Cats and dogs
5. Monkeys
6. Questions



Institute
and Faculty
of Actuaries



Institute
and Faculty
of Actuaries

Emotional Intelligence

An introduction

Introduction

Emotional Intelligence

‘A form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action’

Mayer and Salovey (1990)

‘A different way of being smart’

‘The ability to manage ourselves and our relationships effectively’

Daniel Goleman (1995)



Institute
and Faculty
of Actuaries

Why is it important? Some key points about EI

Most jobs require some IQ, but mainly as a 'threshold' capability.

Research suggests that it is EI which makes the difference between 'good' and 'exceptional' performance.

EI is a set of learned abilities.

EI can be acquired by development and coaching.



Institute
and Faculty
of Actuaries

5

The building blocks of EI

Self awareness

Awareness of your personal style and preferences, recognising patterns that contribute to your effectiveness, and those that hinder.

Social awareness

Empathy and understanding of others, of relationship dynamics, and ability to read a situation.

Social skills

Confidence in using appropriate social and interpersonal skills in the context of building productive relationships. The ability to influence, inspire, motivate, connect with others, and develop personal presence.

Self management

Further develop the ability to recognise and choose appropriate responses for different situations & pressures (e.g. under stress).



Institute
and Faculty
of Actuaries

6



Institute
and Faculty
of Actuaries

Self awareness



Self-awareness

Definition

Knowing one's internal states, preferences, resources and intuitions

A building block for EI

It underpins Self Management (managing one's internal states, impulses and resources)

Why is it important?

Awareness of your personal style and preferences will help you recognise patterns that contribute to your personal effectiveness and those that hinder you



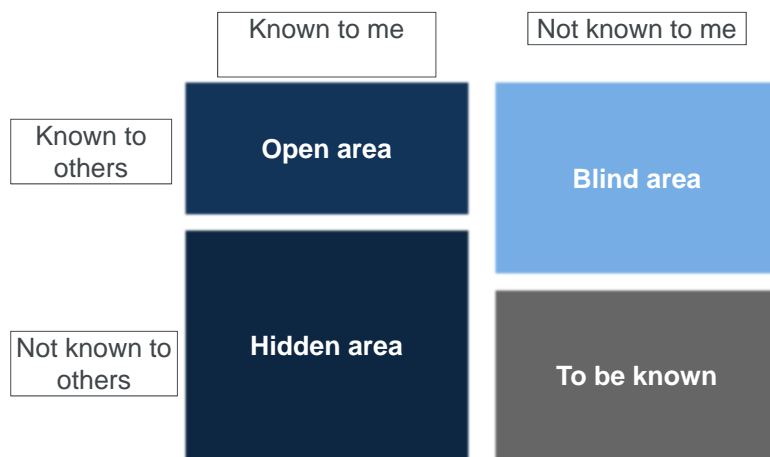
Institute
and Faculty
of Actuaries

Is this familiar?



The Johari Window

A basic but very useful model for conceptualising self awareness

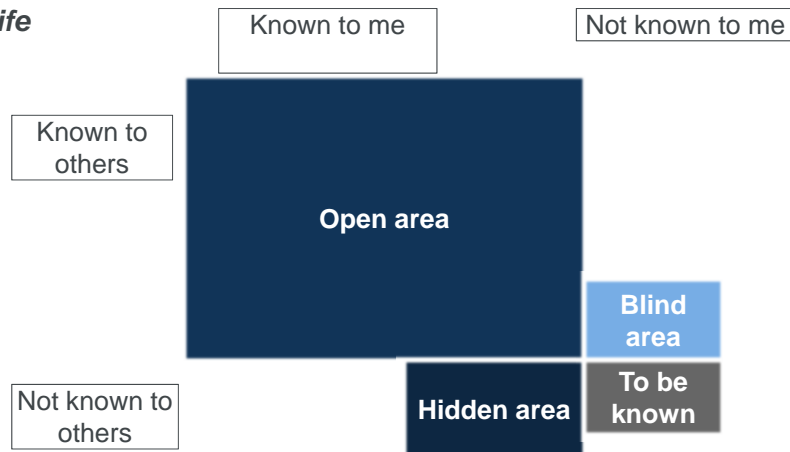


The windows will shift in size dependent on the relationships involved.

Also, you can consciously move the windows about...

The Johari Window

*My window as it relates
to my wife*

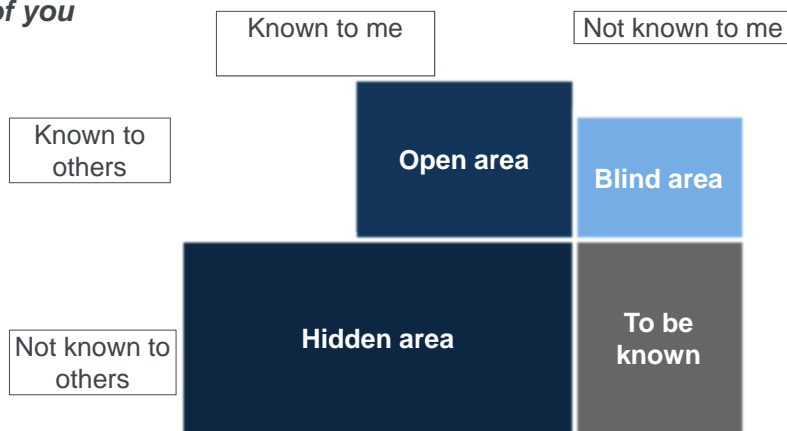


Institute
and Faculty
of Actuaries

11

The Johari Window

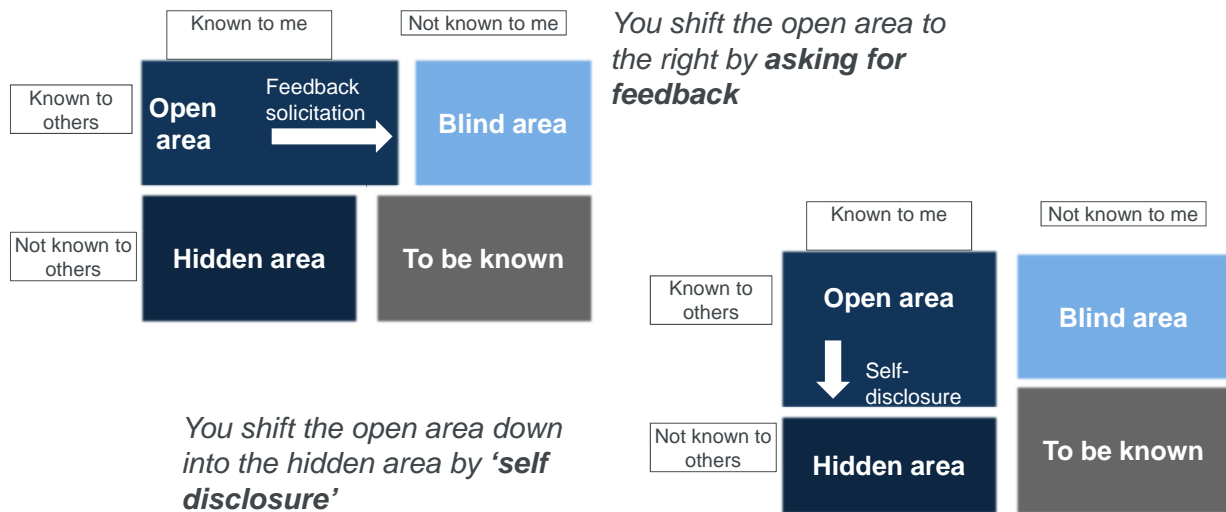
*My window as it relates to
most of you*



Institute
and Faculty
of Actuaries

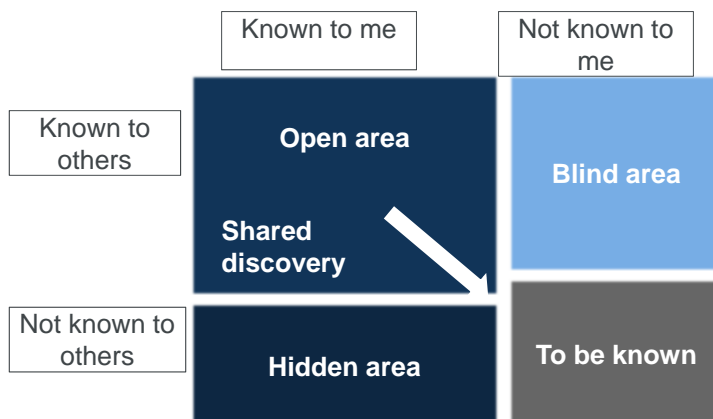
12

The Johari Window



13

The Johari Window



*You shift the open area down into the hidden area and unconscious area by **shared discovery**, the process of simultaneously sharing more of yourself, and asking for feedback.*

14

Practical things to do

The beauty of the Johari Window is that it is very easy to grasp, and once you're aware of it, you can begin to uncover your blind and unknown area by:

- (a) asking for feedback, and acting upon it in a meaningful way
- (b) be better at receiving feedback

Think about broadening your experiences with a view to reducing your unconscious 'window'

Finding a mentor or coach



15

Suggested reading

Emotional Intelligence – why it can matter more than I.Q. – Daniel Goleman

Good introductory text to the subject matter.

Working with emotional intelligence – Daniel Goleman

Following on from the above – but written from a business perspective

Non-violent communication – Marshall Rosenberg

Brilliant book on communicating and listening.

16



Institute
and Faculty
of Actuaries

How to give and receive feedback

How to give feedback, and how not to.



Institute
and Faculty
of Actuaries

How to receive feedback



Institute
and Faculty
of Actuaries

19



Institute
and Faculty
of Actuaries

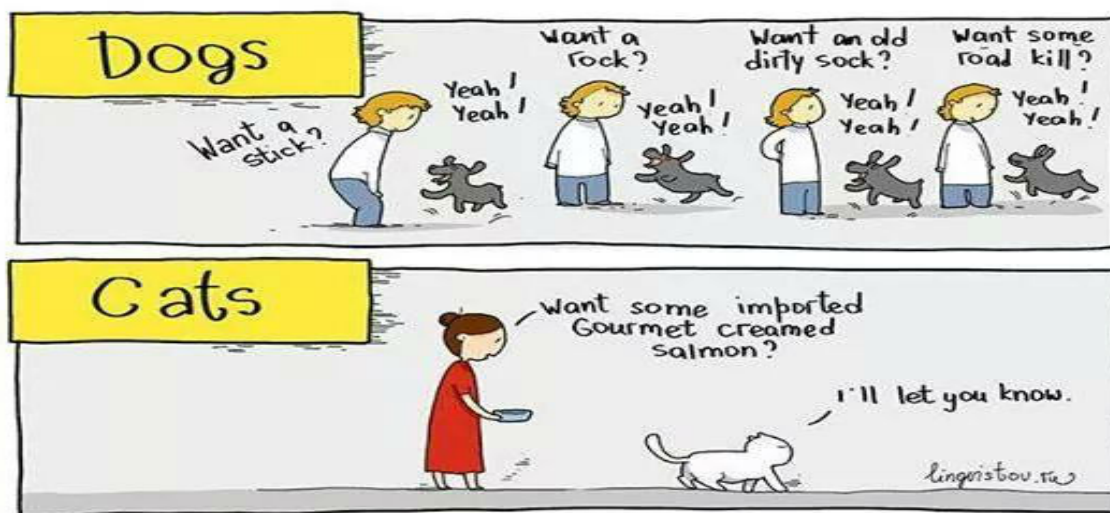
Cats and Dogs

(or Dogs and Cats^(*) if you prefer)

(*) but you'd be wrong, it's Cats and Dogs

Cats and Dogs

- This is not about being a “**cat person**” or a “**dog person**”.
- This is about **personality type** and the (loose) theory that humans split into two groups – cats or dogs – from the perspective of **your personal need to be liked (or not)**.
- Neither type is “better”. They are just **different**.
- Personality testing indicates that your **gender** heavily impacts what group you are in – you can guess that later



Being a cat



Cat traits

Calm, reasonable, independent, decisive, contrarian.

How they come across at work

Self-contained, reserved, listening.

"You are going to have to try harder than that to convince me."

"Seriously?!"



Institute
and Faculty
of Actuaries

23

Being a dog



Dog traits

Sociable, approachable, excitable, enthusiastic

How they come across at work

Lots of eye contact, lots of talking, visible excitement.

"I hope what I said didn't offend them"

"I'm so happy, we all finally agree!"

"She looks bored – I'd better say something quick to make them smile."



Institute
and Faculty
of Actuaries

24

Introducing the Heffernan-Tervit Like-Dislike Continuum™



- Where do you sit on the HTLDC?
- What are the pros and cons of sitting where you sit
- What are the pros and cons of sitting in the extremes?



Institute
and Faculty
of Actuaries

25

Reasonable ranges



- Is it better to sit in the middle?
- Do you know where your colleagues / internal customers are?



Institute
and Faculty
of Actuaries

26

Things to think about

- Self awareness - consider your own need to be liked by others. Is it impeding you or is it just right?
- Awareness of others – can you read where others are on the HTLDC?
- Could you get a better result by being more cat, or being more dog?
- How could you be more cat, or more dog? Discuss this with someone – your people manager, your peers.
- If you are a dog, find a cat, and vice versa and discuss.



Institute
and Faculty
of Actuaries

27



Institute
and Faculty
of Actuaries

Monkeys



Where does all our time go?

Boss-imposed

- Doing stuff your boss(es) gave you
- Likely to be penalties for not doing this stuff

System imposed

- Supporting peers
- Housekeeping (timesheets, expense claims)
- Also likely to be penalties for neglecting these

Self-imposed

- Stuff you originated
- Discretionary activities
- Also includes sub-ordinate imposed time



Institute
and Faculty
of Actuaries

29

Who's got the monkey?

Some scenarios to think about...



Institute
and Faculty
of Actuaries

30

When does the monkey jump?



Why does the monkey jump?

31

Care and feeding of monkeys



1. Monkeys should be fed or shot.
2. The monkey population should be kept below the maximum number you have time to feed.
3. Monkeys should be fed by appointment – you should not be chasing monkeys about.
4. Monkeys should be fed face-to-face if possible.
5. Every monkey should have an assigned feeding time and an agreed resolution outcome and date.

32

Essential reading

Harvard Business Review;
Who's Got the Monkey - William Oncken Jr., and Donald Wass

Questions

Comments

The views expressed in this [publication/presentation] are those of invited contributors and not necessarily those of the IFoA. The IFoA do not endorse any of the views stated, nor any claims or representations made in this presentation and accept no responsibility or liability to any person for loss or damage suffered as a consequence of their placing reliance upon any view, claim or representation made in this presentation.

The information and expressions of opinion contained in this publication are not intended to be a comprehensive study, nor to provide actuarial advice or advice of any nature and should not be treated as a substitute for specific advice concerning individual situations. On no account may any part of this presentation be reproduced without the written permission of the IFoA.

Contact details



Peter Heffernan

Phone: 07730 146553

Email: peter.heffernan@uk.pwc.com



Philip Tervit

Phone: 07876 704 911

Email: philip.tervit@aegon.co.uk



Institute
and Faculty
of Actuaries