

## My inspiration – Episode 5 – Emotional Intelligence

**Romaine Johnstone/ Sandra Fillaudeau** I'm Romaine Johnstone and I'm Sandra Fillaudeau and we'll be your hosts on this podcast series,

**Voice off** Orange Presents My Inspiration.

**Sandra Fillaudeau** Here's you can expect from each of the seven episodes we will be airing.

**Romaine Johnstone** Each month they'll discover an honest conversation on key aspects of what it means to better own your career and your self-development.

**Sandra Fillaudeau** Some real life examples taken from Romaine's coaching experience and our own lives, as well as tools to help you better understand yourself, others and your relationship.

**Romaine Johnstone** We'll always wrap up with a practical exercise for you to start implementing the concepts in your own life.

**Sandra Fillaudeau** Our ambition is for you to feel energized and empowered after listening to these episodes. So enjoy and share with anyone you think may benefit from the episodes. It all begins with greater self-awareness.

**Sandra Fillaudeau** : Hi Romaine.

**Romaine Johnstone** Hi, Sandra. How are you?

**Sandra Fillaudeau** Good. How are you?

**Romaine Johnstone** I'm good, thanks.

**Sandra Fillaudeau** Good. It's great to be back for another episode. We're going to be talking about another buzzword today. Emotional intelligence, it's actually, I think, quite nice to hear about emotions. It's a pretty recent trend and I'm glad we're talking a bit more about them, especially in the context of work where they used to be pretty unwelcome until recently. And this whole Covid-19 lockdown situation has also put a lot of emphasis on emotions and on the importance of expressing them. So glad to be talking about this with you. So I know it's a very important topic to you in particular. So let's start from there. Why did you want to bring this up in the first place?

**Romaine Johnstone** Well, it's true that it's a buzzword today and many people have heard the expression, but they're not necessarily sure what it means. We all have emotions. We know that and sometimes these emotions are quite overwhelming. They seem to rule our daily lives, don't they? We make decisions based on whether we're happy, were angry, were sad, and were bored and in today's situation of confinement in the pandemic, you know, with anxiety as well and anxiety of the unknown. So we choose our activities and our centers of interest and how we are with people based on the emotions that they incite, they tend to these emotions govern our behavior and so, as we discussed in our very first podcast on values, if you remember and we mentioned that balance, whether the balance, the equilibrium of our relationships is based on whether our core values are respected or not and what emotions are present in our relationships.

So just to give you some technical terms and this is taken from a book called *Discovering Psychology* by David Huckleberry founder Huckleberry an Emotion is a complex psychological state which has three kind of distinct components and I'll come back to these components in a minute. One is a subjective experience. It's something happens to us. We have a physiological response to that experience as something happens within us in our body, if you like. And as a result of this, we have a behavior, so in other words we have a conversation, what we hear is triggering. We have a physiological reaction to this surge of emotions. And then the result of this surge of emotions is that we act. We express our emotions in a certain way and sometimes quite skillfully. That's true so the ability to understand, to express and to control these emotions is what we call emotional intelligence. And emotional intelligence is essential to healthy relationships and in our ability to understand, interpret and respond to the emotions of others is what we tend to call social intelligence. So we agree of emotional intelligence. And the good news is that we can develop or grow our emotional intelligence. Emotional intelligence is if you like, just like a new muscle, something that we can develop and those we can flex and that we can grow.

**Sandra Filleaudau** I like that idea that we can grow. But could we go back to just a very basic definition of emotional intelligence, because I feel we hear the term very often and sometimes it feels like it's misused or misinterpreted. So do you have like a very basic definition to guide us?

**Romaine Johnstone** Yeah, I mean, my basic it's perhaps more complex than what people thinks. But Daniel Goleman, who's an American author and science journalist and a psychologist, he helped to popularize emotional intelligence in 1995 with his book *Emotional Intelligence* and in this book he explains that there are key for him, five key elements to emotional intelligence. One is self-awareness so understanding one's own emotions and strengths and weaknesses and recognizing the impact of these emotions on others. The second element beyond self-awareness is self-regulation. So we've become more aware of our emotions than how do we control them or how do we redirect and if you like, to adapt to the circumstances. So self-awareness, self-regulation, the third and there are five. The third is social intelligence. So it's managing our relationships in a way that we can get on better with others to get along with others, if you like. So is our social skill and then comes empathy and empathy is about considering people's feelings when we're making a decision. So it's notion of intention. What intention are we bringing into our conversations or into our decisions and the third is motivation. So you have self-awareness, self-regulation, social skill, empathy and motivation and motivation is being aware of what motivates yourself and motivates other people that are helpful.

**Sandra Filleaudau** It's very helpful because I when I'm listening to you, I understand that I tended to think of emotional intelligence as a synonym for empathy or a social skill and it's much more than that, actually.

**Romaine Johnstone** As a young man, actually, you're absolutely right is way beyond.

**Sandra Filleaudau** So now that we know exactly what's the benefit of developing our emotional intelligence, what can we do? We have to gain.

**Romaine Johnstone** Yeah, I mean, it's really all to do with interaction because what we're all different. We're all we're all multiple and we're all complex. Human nature is complex and because we constantly interact with others, even people hermits, you know in a forest. He's interacting with the animals, with the trees, with his environment and every person

that we interact with is just as complex as each one of us. You know, you got your personality. I got my personality. And then we had people to it. And it becomes more complex. And this complexity is heightened by parameters such as our relationships at home and at work. So your relationship at work is going to be impacted by what's going on at home and vice versa. Of course, your relationship at home is impacted by your relationships at work and about how we interact with others in our teams, in the organization where we work, in our corporate culture, society at large and what's going on in the world. I mean, just consider the virus, you know, just consider the pandemic right now.

**Sandra Filleaudau** Everything's intertwined. Everything leads to them.

**Romaine Johnstone** Yeah, absolutely and it's something that the notion of a web, you know, everything is connected and so just to give you an example, I was in Switzerland some weeks ago before lockdown, and there were twelve participants in the room and every once every single one of them was of a different nationality. There was not one single Swiss source in the room. There are more ladies. We talked about nationalities and diversity, and that was because that's one of my obsessions and they were all very curious about each other's nationalities. But diversity goes way beyond nationality, of course and it just so happened that one of the participants was Chinese. And the very fact that she said that she was Chinese and more importantly, the fact that she felt she had to say that her family was confined in the sister province to Wuhan had a huge impact on the group and beyond that, she then felt she had to reassure the group that she hadn't been home in months. So, you see, this was the beginning of February, the ghost of the pandemic of the virus was already there in the room in Switzerland. Which is not in the same level of lockdown as France is now and this ghost has taken more space overtime and is now present in all of our lives and in all our relationships? So everything is so systemic, exactly what you just said and everything has an impact on our relationships. Does that make sense?

**Sandra Filleaudau** It really does. Yeah, definitely resonates.

**Romaine Johnstone** Yeah, so we need to understand ourselves. That's where it all starts to be able to understand better of it. And that's what psychologists refer to as emotional intelligence. And some experts even suggest that, you know that emotional intelligence is even more important than IQ in terms of overall success in life. I mean, isn't that crazy?

**Sandra Filleaudau** It's crazy. It's inspiring and actually brings me a lot of hope. But do you have data to back that up? The fact that it's more important.

**Romaine Johnstone** Yeah, so the Harvard Business Review, I mean, back in January 2004. So it's quite old. But and that doesn't indicate that we were already talking and thinking about. And the experts were already doing research on emotional intelligence way back and so this report in the Harvard Business Review called, I think what makes a leader suggested that our ability to understand our effect on others and to manage ourselves accordingly. So in other words, our emotional intelligence accounts for nearly 90 percent of what moves people up the ladder in an organization. So we're talking about success in your career, if you like. And so it's almost as important as IQ and technical skills and I really, fundamentally believe that somebody who has an amazing IQ but who is incapable of interacting with others will not have the same success. Definitely not in their relationships, but will not have the same relation, the same success in their career but they can learn to develop their emotional intelligence.

**Sandra Filleaudau** That's really fascinating, but what I find interesting is that all of this, you know, talking about systemic and the fact that everything is related and intertwined is very much related to the specific kind of coaching that you do. Could you tell us a bit more about that specific coaching?

**Romaine Johnstone** I suppose that's why I'm talking about systemic so much. Is it really inhabits me and I'm a certified systemic coach, if you'd like a relationship coach and I focus on relationships with individuals or with team coaching and I focus on how I act and interact with others. And I come from a systemic of coaching which looks beyond emotional intelligence to what we call relationship intelligence. So for those of you who are interested, the powerful systemic coaching model that I'm talking about is called ORSC O. R. S. C Organization and Relationship Systems Coaching and the model, which is no way I mean, more than 20 years old now was developed by the Centre for Right Relationships by a South African lady called Maurita Freejohn and her partner called Faithfully. Two amazing ladies that I really recommend that you look up. So, as we said earlier, systemic means something that system wide that affects a group or a system. It affects our relationship with ourselves, with our partners, with our couple, with our team, with our division, with our organization and also we talk about three types of intelligence, emotional intelligence, social intelligence and relationships systems, intelligence. So understanding what we create together beyond the individuals who are interdependent in one system. Does that make sense?

**Sandra Filleaudau** It does. But I also feel that this last one, the relationship systems intelligence, is probably the one that at least I'm least familiar with and probably our listeners as well. Is there like an exercise or something that you could share with us to put all of it into action and see how we can use these tools?

**Romaine Johnstone** There is and I'm really happy that you're asking me to do it. What we try to get them to do, I love them and I like bringing these tools to our audience and to our listeners. And so are you happy to play the game, Sandra?

**Romaine Johnstone/ Sandra Filleaudau.** Sure. What good to do the role playing. Okay. Good to do. Right and I'd like you to protect yourself into a relationship that's important to you where there's a little bit of a hot spot. So it's a real situation, a real relationship that you're in right now with what you've experienced recently, a situation that's niggling you, that has upset you or annoyed your saddened and that's important. I'm not going to ask you for the details. I don't worry about that. I'm going to play that conversation between you and the person involved and you guys going to relive that conversation. You're going to embody it if you like. This is a challenge. So you really have to be in contact with the situation, in contact with the emotions and be prepared to embody the different people and listeners you can play this out for yourself in your sitting room or somewhere where you've got a bit of space. Make sure you're on your own. Make sure that you there is peace and quiet. If you have enough room, stand up and if you don't do what Sandra's gonna do, I think and you draw it on a piece of paper. Is that were you going to do Sandra?

**Sandra Filleaudau** Yeah. I can't stand. I need them. But yeah, I'll drive.

**Romaine Johnstone** Okay, so you're going to draw it on a piece of paper and draw an equilateral triangle on your piece of paper, Sandra and you listeners imagine an equilateral triangle on the ground. Sandra, are standing at one corner. You're not looking at me, you're just listening to me. But you are Sandra talking to the other person who is in a

second corner of the triangle. So what's her permanent name? Sandra. Let's give them a name.

**Sandra Filleaudau** Let's call the person Dominic.

**Romaine Johnstone** OK, so Sandra, you are one corner and standing opposite Dominic in the second corner and we'll talk about the owner later. So, Sandra, you're standing on the first corner. And from that position, I would like you to talk to Dominic. You're no longer talking to me. You're talking to Dominic and you are going to express your emotions. Say what you really have to say to Dominic over to you.

**Sandra Filleaudau.** Okay, Dominic, I wish you would include me a bit more often and in certain discussions and certain meetings about the strategy that you're working on. First, it makes me feel excluded and it's not a very nice it's not a very comfortable feeling. But beyond that, I feel that the company would definitely benefit. The business would benefit from our discussing; from bringing together our different viewpoints are different experiences and finding solutions and ideas together. I'm a firm believer and working together in teamwork. And I you know, beyond that, this feeling of exclusion that's quite uncomfortable. It I just feel that it's a waste of our combined talent and I really wish we could find a way to work together more efficiently and more frequently.

**Romaine Johnstone** Anything else that you want to say to Dominic?

**Sandra Johnstone** No, I think that's about it.

**Romaine Johnstone** Ok, now you're going to shake off Sandra, really shakes it off physically. That will help even if you're sitting. Shake her shoulders, shake her arms, change position and you get across the room that metaphorically across the room and you're going to go and stand in Dominic's corner and you're going to face Sandra. Okay. Are you there? Yeah. And you're going to imagine you all, Dominic. You're dressed like Dominic. You look like Dominic. You step into Dominic's shoes, become Dominic or sheer like Dominic and I would like you to shield yourself your way into that conversation and answer. Sandra, what do you say to Sandra?

**Sandra Filleaudau** Sandra, you need to understand that I've been here for longer. These are topics I've been working on for quite some time now. I know the clients better than you do. I have more experience on what's worked and what hasn't worked in the past. And I've been working on this project with this other co-worker, and we really need to finalize it together. It's important for our working relationship. And we can't include you at this stage. Besides, I feel sometimes your style is not mine. And it makes me it's sort of it's I guess it bothers me. It's I don't agree with everything that you say. And I just think I can definitely include you in this work, but later on in the process. This is not the time to do that. You need to let us work on this together. At this point.

**Romaine Johnstone** Anything else Dominic?

**Sandra Filleaudau** and I've been working here longer than you have, and I have more experience. And there's certain thing that you probably don't understand. And so it's better that you let us work on this at this point. And to me, this project does not involve you at all. It's about my business unit. It's about my territory. If I may say so, I would rather you stay out of it at this point.

**Romaine Johnstone** He's an idiot. Okay, shake off Dominic hand and when you're ready and totally shaken, not Dominic. If you're gonna go back to Sandra's position for a few seconds before we go to that side position. Now go back to Sandra's position face Dominic. Just Sandra, do you have something to say to Dominique? If you do say it now, say everything you have to say.

**Sandra Filleaudau** I would go back to the territory issue, and I. I want to be very respectful of your responsibilities and your areas of expertise, however, again, I really feel that working together as a group is always what brings up the best of your ideas and mine? I'm not saying I know it all and that I can you know that I would know better than you. I'm just saying that working together would probably yield even more interesting results than what you're working on right now.

**Romaine Johnstone** Anything else? No. Shake off Sandra. OK. And you're not Dominique or Sandra. You're gonna stand in the third position and you're going to turn around and face the two of the corners of the triangle. So you are now. The relationship bear with me. I'm next to you. And together we are facing Sandra and Dominic, who are at opposite angles of the triangle. You are both Dominic and Sandra, but you're actually much more than Dominic and Sandra. You are stunning in the position of the relationship, as I said. And you're looking at Sandra and Dominic from a distance. And we are looking at them together. And you open your, you know, metaphorically your body. You open your chest out; you open your arms out. What is it she likes to watch Sandra and Dominic?

**Sandra Filleaudau** It feels like there are a lot of issues underlying beneath the some this virtual discussion, you know, feeling things around the question of legitimacy and of belonging. And, yeah, what it means to be a team and to work together. But I would say and this seems too obvious, to even mention it, but it feels like they really need more than just a virtual discussion that they would need to really laid it all out and speak and talk and have this discussion. I don't know if that's too obvious a conclusion for this exercise

**Romaine Johnstone** What how do you feel about it?

**Sandra Filleaudau** Well, I feel that the whole lockdown situation is definitely making a lot of relationships a bit more complex, especially at work. But I feel that probably waiting for the end of lockdown to have certain discussions is not the right option and that what I need to be creative in finding ways to create discussions that despite not being able to see each other and be next to each other, you know, yield results that are that are beneficial to all involved.

**Romaine Johnstone** So if you step back into Sandra's shoes, you can you do leave the relationship. You become Sandra again. What can you like to do and really decide to do? I'm talking about action and not action and six months down the line.

**Sandra Filleaudau** Right. Well, I'm gonna I'm going to find a way I'm actually thinking about it as we speak but, you know, to find a way to create a space for discussion and a discussion that would be not open to, you know, the all the interpretation that goes on when you're having discussions on slack or team or whatever and situations like the one that we're experiencing are perfect for misinterpretation and feelings of longing there. So try to create a discussion that would be as close as possible to an actual discussion. So, you know, an actual Face-To-Face discussion. So I'm gonna I'm definitely gonna get to that next week.

**Romaine Johnstone** Thank you for that. I would encourage you to use a tool where you can actually see each other and connect with the eyes and read each other's bothered body language. Thank you so much. That Sandra, I'm. I mean, I hope that this has helped in a certain way. And I hope that your listeners have actually understood what it means to actually step out of your own shoes and into someone else's shoes and to be able to step back from both those people and to gather some learning from the relationships perspective and what do you do with that learning? What where do you take it from there?

**Sandra Filleaudau** Yeah, I loved it Romaine. Thank you for showing us that. It was kind of uncomfortable and strange to be doing this, you know, physically apart from you and sharing something quite personal. But I think it's very interesting. We all more or less tend to have the habit of putting ourselves and in other people's shoes. But putting ourselves in the relationships shoes, I think is very who gives a very interesting perspective. So thank you so much for sharing it. So in our next episode, we'll dig even deeper into self-awareness and we'll be discussing unconscious bias. One of my favorite topics and how it impacts our behavior and how we can limit that impact. So stay tuned. We're looking forward to it.

**Romaine Johnstone** Thank you Sandra and before I talk about next podcast, I'd like to pay tribute to you too and to thank you and appreciate what you just, you know, agreed to do because it does take you to two sometimes difficult places. And it isn't a difficult environment with a pandemic. And we're doing this virtually. So we're not even in the same room. So thank you and thank you to the listeners for their patients, too, because they're understanding. So, yes, next time we'll be talking about unconscious bias. And in the meantime, thanks for listening today and over to you for your relationships.

**Sandra Filleaudau.** Thank you so much. We'll speak soon.

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