

E-book

Communication and Emotional Intelligence

Two superpowers for
professional advancement

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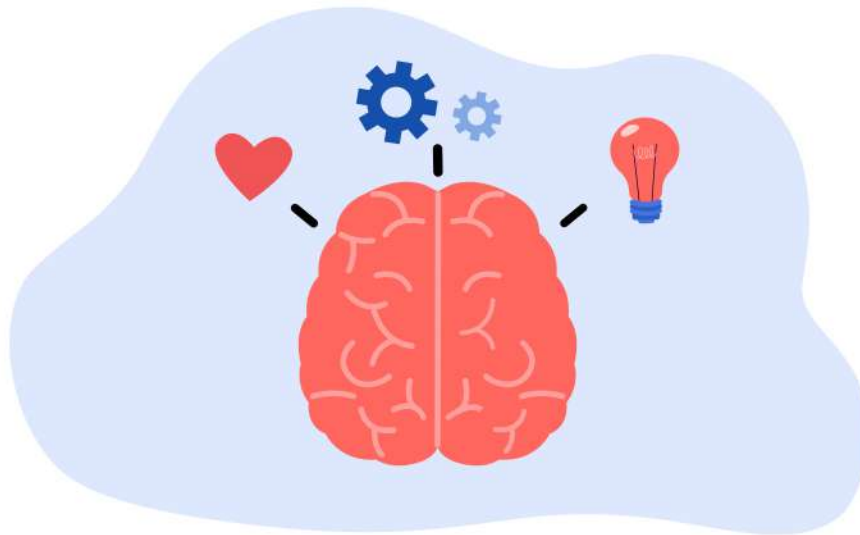
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Two superpowers for professional advancement



Profound changes have affected the way we live, we share life and work. Many of these changes come to be called a new reality. But will it be? What is here to stay out of everything we've experienced in recent years?

What is known is that we will continue to live in an era of technological abundance, frequent and disruptive innovations, paradigm shifts, changes in how we organize and deal with our lives.

These changes exposed and amplified the inefficiencies and limitations of organizations, in some cases, defining their ability to be competitive and even survive in the market. Organizations start to need a much higher speed to supply their gaps of competences to produce results and with that, to modify the way they deal with the development of their employees.

In the midst of so much information, but also misinformation, how to make the best choices of knowledge and skills essential for the organization? How to provide a stimulating environment for the development of employees in the most important skills?

There is no simple answer to these questions. But the search for them is the path to organizational learning about what works and what doesn't.

Some studies seek to identify learning trends related to work environments, bringing important reflections on skills for the future and the challenge for individuals to remain valuable in the job market.



In all studies, competences associated with communication are highlighted as the most important and on the rise in the job market. However, performance in all Soft Skills, also called human or behavioral skills, including communication, are directly related to the individual's Emotional Intelligence, so joint development has a great impact on employability and career advancement, as well as for a more collaborative work environment.

In a quick self-assessment, how is your communication going?



How about better exploring the superpowers that communication can bring to your life?

The purpose of this ebook is to provide the reader with an overview of Communication and Emotional Intelligence skills and provide ideas on how they can become your strengths for your life and career. We wish you an excellent read!

Before delving into the rich universe of communication, let's situate you on some important concepts, related to the topic and much talked about.

1. Hard Skills, Soft Skills e Power Skills

Have you heard about these terms? If you are not clear about what it is, don't worry, we will define it below and bring examples for better understanding.

Hard Skills are also known as technical skills, are tangible abilities, which can be validated as right or wrong, existent or non-existent. We can consider as Hard Skills those related to technical-scientific knowledge, predetermined processes, very commonly validated through tests or certifications.

Soft Skills, also known as human or behavioral skills, are more subjective and inaccurate in nature, therefore difficult to measure. They are related to the human being's ability to perceive the context and adapt. And they are considered more difficult to acquire, requiring a greater effort of practice and time to obtain.

Soft Skills of Communication	
Sender	Receiver
<ul style="list-style-type: none">• Assertive speech• Questions• Use of various resources to facilitate understanding (Examples, analogies, metaphors, storytelling, etc.)	<ul style="list-style-type: none">• Active listening• Full attention• Recording and managing emotions

A new term increasingly used is Power Skills. Most sources have been using it to replace the term Soft Skills. But there are sources that classify them as powerful skills that enable a better use of the individual's skill set, adding and boosting both Soft Skills and Hard Skills, and with that, it makes it possible to differentiate a great talent from a common professional.

Every profession has a set of skills needed to perform better. And increasingly, organizations seek greater clarity in the definition of competencies for each position, to effectively hire suitable professionals with greater possibilities of presenting the desired performance.

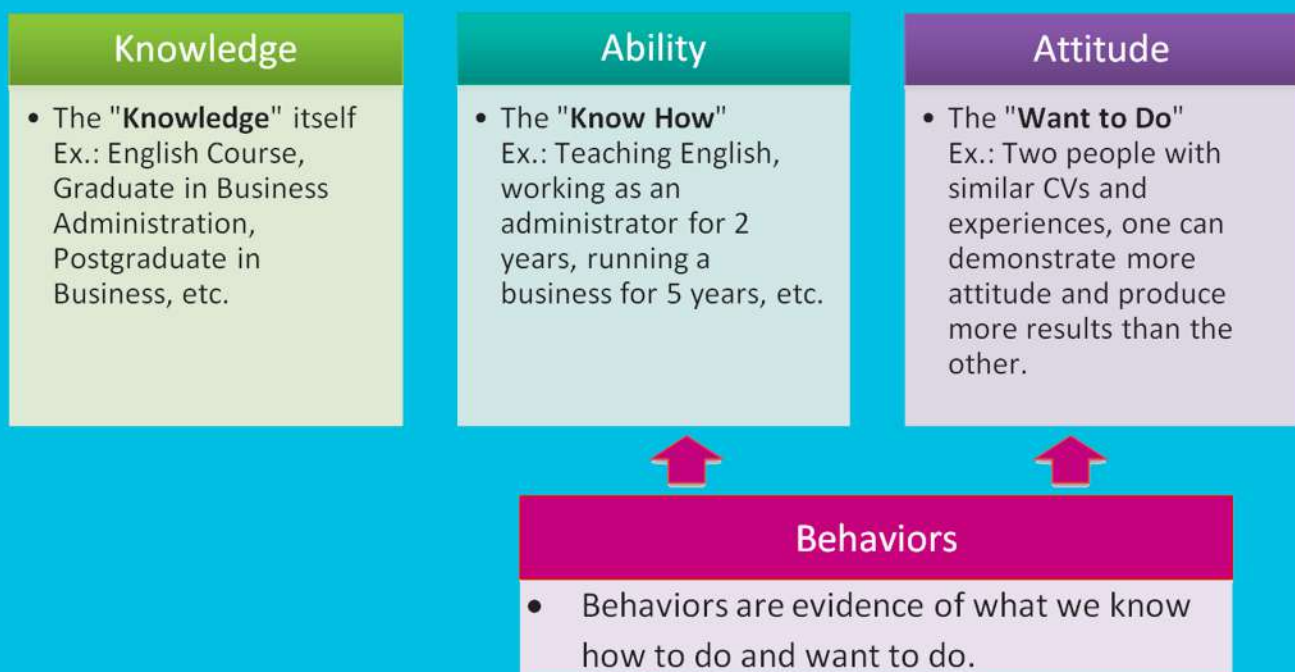
Regardless of the role, the skill set will include some technical and some behavioral, even if they have different relevance.

With so many and fast changes, many organizations are investing in the requalification (reskilling) of their own professionals, offering them opportunities to be used for other positions and even areas, instead of hiring in the market.

Whether in internal relocation in the organization, promotion or replacement in the job market, professionals with strong human skills have greater versatility and advantages in selection processes, as long as they meet the required requirements.

2. Concept of competence

We understand that a person has a certain competence when there is evidence that demonstrates both knowledge, skill and attitude. See description and examples below.



3. The competence of Communication

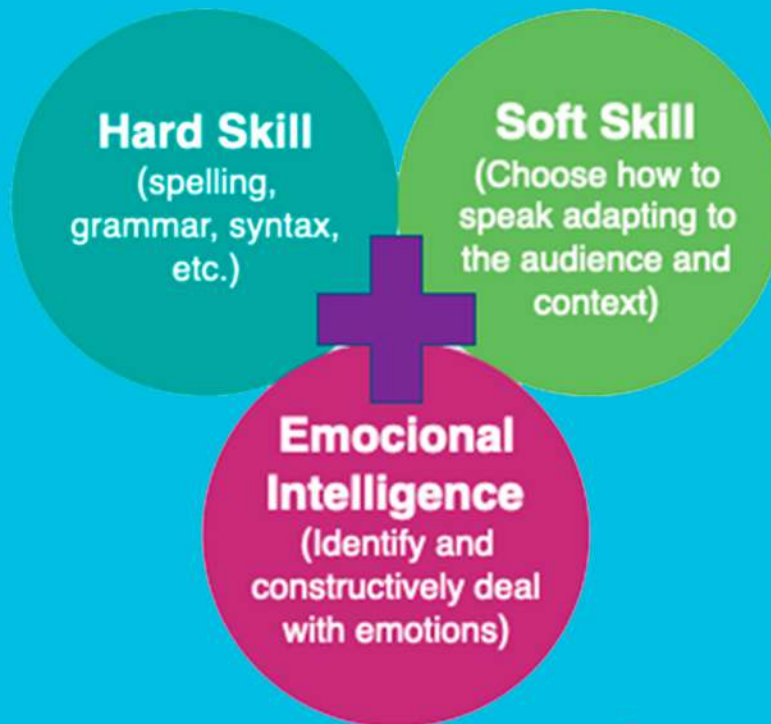
Let's start by defining that **communication is everything that happens between one or more senders, with one or more receivers.**



Look at the diagram above. We often think of communication as being very much associated with verbalized content, when in fact it goes much further. We can include in communication everything that the receiver can perceive, including verbal and non-verbal language, literal or figurative, the means of communication (which can limit, distort or expand the meaning) and the context in which the message is transmitted.

Therefore, communication is something that happens in two ways between sender(s) and receiver(s). We can understand that there is good communication, when both understand each other without great efforts and distortions. And we can say that a person has communication as a Power Skill when he puts together the Hard Skill, plus the Soft Skill plus emotional intelligence.

SUPER POWER OF COMMUNICATION



As you can see in the diagram above, **excellence in communication** is actually the result of a combination of skills:

- A person has good **Hard Skills in communication** when they have a good vocabulary and express themselves correctly according to the dictionary and grammar.
- A person with good **Soft Skills in communication** has the ability to understand who he is talking to and the context, adapting to understand and be understood, reaching the most varied audiences without great effort.
- In the most modern concept, we can understand that a person has the **Power Skill of Communication** when he combines both the Hard Skill and the Soft Skill, using the best of both to enhance other associated skills, such as persuasion, negotiation, conflict management, etc.

- **Emotional intelligence** is the ability to identify and constructively deal with emotions, whether one's own or others. It is essential for the best use of communication as a Power Skill. After all, we cannot control what happens to us, but how we deal with what happens to us. In moments of interaction with people, emotions can help or hinder depending on how much we are aware of them and how we deal with them.

Why has communication become an essential skill in the vast majority of professions?



Because communication is in the middle, between us and everything we want to achieve. You can be successful without having good communication skills, but it sure would be easier if you did. Good communication brings clarity and can give direction, inspire, motivate and engage. It can also avoid misunderstandings, reworks, overlaps, waste of time, noise, stress, conflicts and frustrations.

People who communicate well earn more admiration and recognition. And they get more opportunities.

If you don't believe you communicate well, don't worry. This is a skill that develops. But like all soft skills, there is no right or wrong beforehand, absolutely. So it depends on practice to perfect. And you will know that you are becoming more proficient in this skill by the reaction of those around you, which can range from less resistance with your speech, interest in your ideas, and even invitations to speak to a large audience.

3.1. Verbal and non-verbal communication

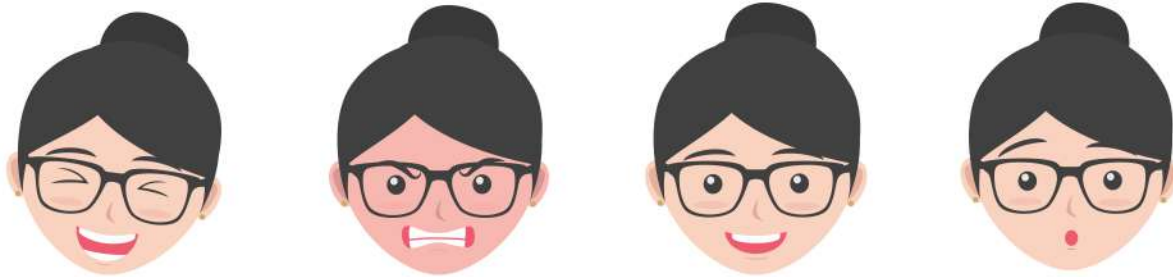
To develop communication, it is essential to understand the breadth of its resources, which include verbal and non-verbal language.

Verbal language is one that uses words (the linguistic sign) in communication. And it has two modalities: the written language and the oral language.

Non-verbal language uses visual signs, such as illustrations, images, symbols, signs, gestures, etc.



Our body, our facial expressions, the emphasis on intonation and the silence itself, sometimes, make more sense than words.



When we explore people's various senses, congruent with the same message, we reach more people, even if they have different knowledge and mental models.

Have you ever noticed how sometimes speech content can be derogatory and you're pretty sure it's derogatory? The vice versa can also happen when the intention is good, but the speech ends up not choosing the best words or way of putting it.

In developing Communication as a Power Skill, it is necessary to explore the breadth of resources, identify their strengths and learn how to best use the set.

3.2. Communication skills as a sender

During communication between two or more people, we alternate our role between sender and receiver several times.

Some people may be more effective as senders and others as receivers. Not all those who express themselves well and delight audiences are necessarily good listeners who understand quickly and without distortion what they hear.

For greater communication competence, in the role of sender, it is necessary to consider verbal and non-verbal resources, increasing awareness of what, why and how you are communicating.

Additionally, expanding your verbal repertoire will allow you to have greater versatility and options to consciously choose what has the best connection with the reality of the audience with whom you are going to speak.

Verbal resources to the Sender



01 **Affirmations** to express an opinion, a position and/or a belief.

02 **Narrative** to describe the events of a given situation.

03 **Interrogative** to obtain an answer or to reflect and explore some theme.

04 **Positive reinforcement** to validate the speech of others, in whole or in part.

05 **Resources that expand the imagination:** storytelling, metaphor, analogies, etc.

In the diagram above are the most important verbal resources that can be used in everyday life. There are many options. However, by using these resources with awareness and mastery, you will already demonstrate above-average skills as an emitter.

But it is worth highlighting two increasingly important items in communication: assertiveness and the ability to ask questions.

3.2.1. Assertiveness in speech

We can understand assertiveness as communication made with clarity, objectivity, transparency and honesty. It's the right dose at the right time.

Why is it important?

A new reality imposes itself, where we seem to have less and less time and more tasks to do. In this context, anxiety and impatience grow. If not long ago assertiveness was essential for those who dealt with executives and professionals who held high positions in organizations, now it becomes important in daily practice with peers and even subordinates.

Professionals who can express more, more importantly, with fewer words and without aggression, in addition to saving time, contribute to a good internal climate and a high-performance environment in organizations.

3.2.2. Ability to ask effective questions

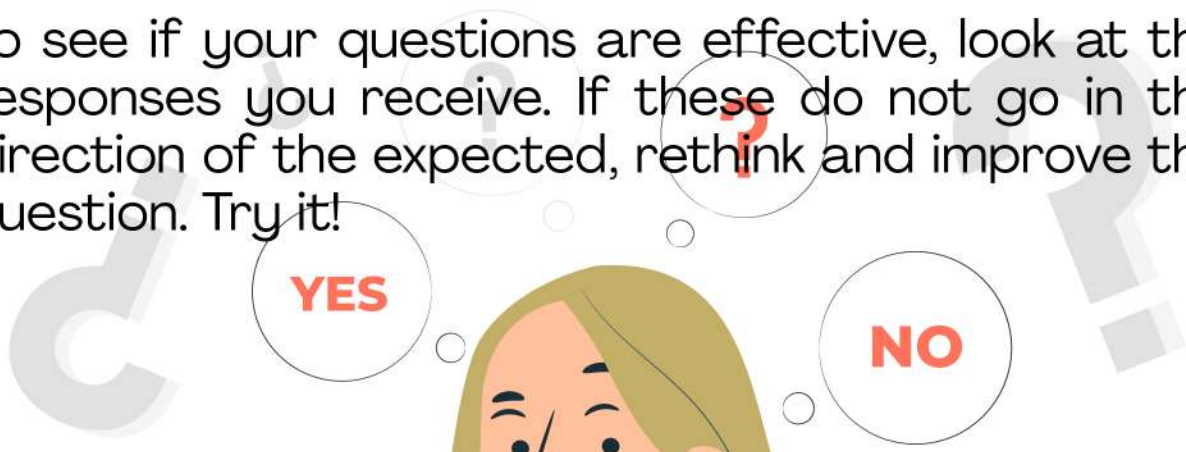
We often observe that many professionals, including leaders, tell each other what is right or wrong, as well as what and how to do it. Studies on learning have already shown that it is more effective to develop people with questions than with ready-made answers.

For example, open-ended questions provide more learning than closed-ended questions, as well as those that require reflection and answer formulation provide more learning than those with a more obvious structure and with “ready-made” answers.

Questions can be used to search for certain content, as well as to further explore or examine a topic. They can also be used to check understandings.

Another great advantage of the question is that it allows people to reach their own conclusions, which leads to greater engagement and commitment to the final idea.

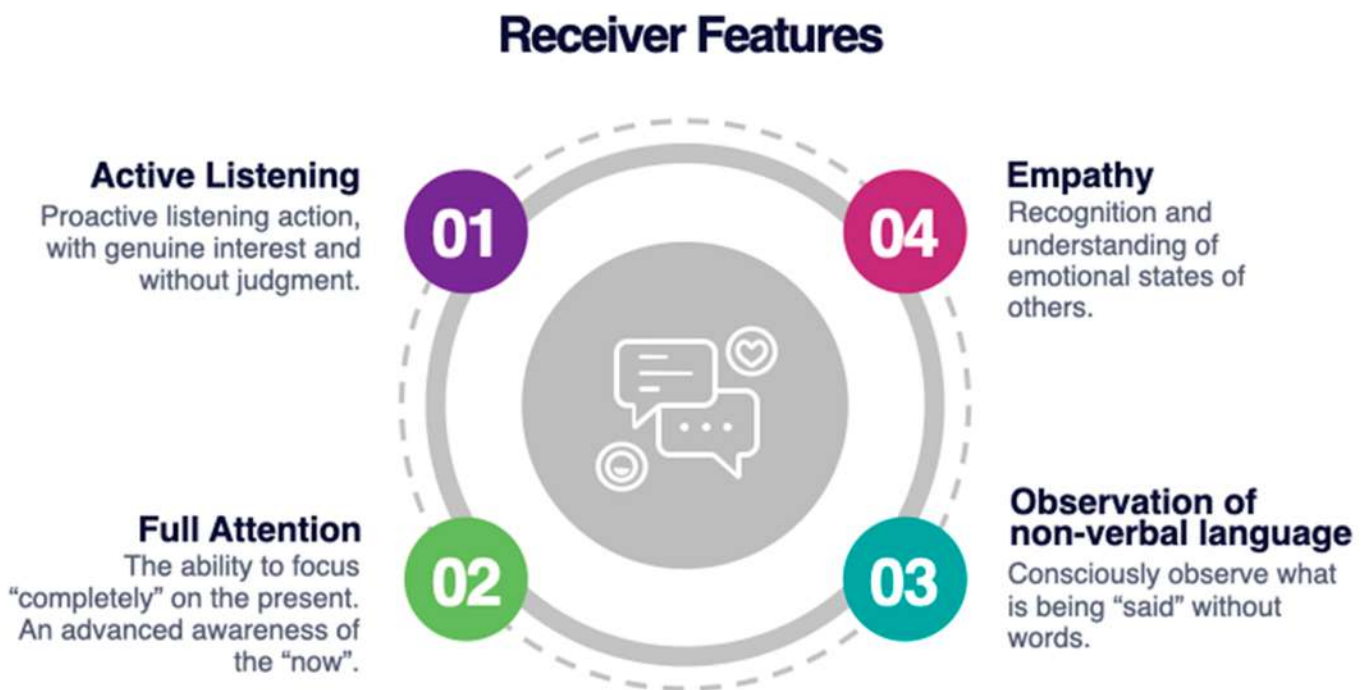
To see if your questions are effective, look at the responses you receive. If these do not go in the direction of the expected, rethink and improve the question. Try it!



3.3. Communication skills as a receiver

When we are in the role of the receiver, some skills are essential for greater mastery in the communication competence.

People capable of putting themselves in mindfulness and demonstrating active listening, empathy and non-judgment, provide a safe environment for dialogue, encouraging more frank conversations without resistance.



Imagine the advantage of more professionals like this in companies... Imagine the advantages of leaders with these skills... What an impact they would have on people, engagement and security to take on more responsibilities!

4. Why does Emotional Intelligence make all the difference?

Emotional Intelligence is related to our ability to identify the internal signals of what we are feeling, and also to understand how they relate to the external signals of the environment around us.

A high EI allows you to relieve stress, communicate effectively, empathize with others, overcome challenges, and manage conflict.



According to Daniel Goleman, Emotional Intelligence is most responsible for the success or failure of individuals. Awareness of emotions is an essential factor for the development of an individual's intelligence.

A person unable to deal with their emotions can destroy relationships and careers.

Salovey and Mayer define emotional intelligence within these four domains:

- **Perception of emotions** - includes skills involved in identifying feelings by stimulus, such as voice or facial expression, for example. The person who has this ability identifies the variation and change in the emotional state of another.
- **Use of emotions** – implies the ability to use emotional information to facilitate the thought and reasoning.
- **Understanding emotions** - is the ability to capture emotional variations not always evident.
- **Emotion control and transformation** - it is the ability to deal with one's feelings in a healthy way.

For the authors, individuals who have high Emotional Intelligence are able to manage their emotions accurately, and are able to deal better with social issues. The high EI individual can better perceive emotions, use them in thinking, understand their meanings and manage their emotions and those of others.

Many professionals highly qualified in Hard Skills, because they do not have developed Emotional Intelligence, can feel it is a great sacrifice to deal with seemingly routine issues for other people. And at the extreme, the lack of Emotional Intelligence limits the development and use of other skills

Let's illustrate with two examples. Have you ever been in a conversation, knowing about the topic, but a harsher tone that interrupts you, makes you lose your mind?



And when someone publicly disagrees, you may feel exposed and may not be able to get the best reaction, and may not even participate in the conversation.

How do you know if you have Emotional Intelligence?

- **Self-Awareness**
- **Emotion Control**
- **Self-Motivation**
- **Empathy**
- **Social Skills**

People who demonstrate several of the items mentioned, possibly have the most developed Emotional Intelligence.

If you want to get to know yourself better, you can always use the various Emotional Intelligence assessments available on the market. Self-knowledge is essential for better performance and for our happiness.

The good news is that experts say that Emotional Intelligence can be developed, trained and improved by building new habits, new ways of thinking and behaving.

According to Goleman, all human beings have the possibility to improve and develop any of the skills.

It is worth highlighting 2 aspects directly related to Emotional Intelligence, which are increasingly relevant to current times.

4.1. The power of vulnerability

Vulnerability is related to the willingness to expose oneself, to put oneself authentically and frankly, without guarantees.

By allowing vulnerability to gain space in our lives, we are consequently living different experiences more intensely.

Why is vulnerability important?

- By making space for the new and unknown, it can provide learning new things more accelerated by understanding the error as part of the learning journey.
- In relationships, vulnerability connects more people and groups than lack thereof. People able to make themselves vulnerable, are perceived as more human, fallible and relatable.



Without the ability to accept any vulnerability, we will cling to the known and safe, resisting changes that are often unavoidable, and fueling high levels of stress for ourselves and others. This is because the need not to feel vulnerable also leads to attachment to our truths without opening to what contradicts our perspectives.

4.2. Resilience

Resilience is the ability to adapt to difficult situations, significant sources of stress and return to your natural state.

Resilience helps us navigate events and relationships with more ease and confidence. When we have the perception that we can face misfortunes, regardless of their degree of difficulty, we get through difficult times more easily and become emotionally stronger.

People with greater resilience have a greater ability to accept what happens to them and value the positive aspects of the experience and, with that, learn valuable lessons. It also has a major impact on the people around you, keeping you calm under pressure.



5. What can you do to develop these skills?

Now we come to the most important point: what to do to develop Communication and Emotional Intelligence?

There are abundant resources to learn about the topic. Not everyone wants to be Emotionally Intelligent, but professionally it is common to find professionals dedicated to improving communication, which is increasingly required in organizations. The absence of this competence can be a limitation of greater recognition, visibility and professional advancement. But how to achieve excellence in communication without developing Emotional Intelligence?

Communication, as a Power Skill, depends on practice and interaction with people to achieve versatility and excellence.

Some resources can be used in your development of this competence:

- Synchronous and practical courses, simulating everyday situations.
- On-job training with support from the immediate supervisor.
- Coaching, to identify, develop and improve your style as a communicator.
- Mentoring with a more experienced communication professional.

If you do not have much theoretical knowledge, experience or communication skills, you may want to expand your repertoire and have more references with the following books:

- **Radical Candor: How to Be an Incisive Leader Without Losing Your Humanity**, Kim Scott, 2021.
- **Nonviolent Communication**, Marshall Rosenberg, New Edition 2021.
- **TED Talks: The Official TED Guide to Public Speaking**, 2016.
- **Presence: Bringing your boldest self to your biggest**, Amy Cuddy, 2016.
- **The gifts of imperfection: Let go of who you think you are supposed to be and embrace who you are**, Brené Brown, 2016.

Keep in mind that **some assumptions are essential** for the success of your development with these Super Skills:

- **Self-Accountability.** In any situation of communication failure that you are involved in, you have part of the responsibility, and therefore, some control. Invest in the opportunity for improvement.
- **Intentionality.** Your evolution will be more accelerated when you put it into practice with intention and regularity.
- **Be open to receiving real feedback.** Listen, reflect and see how what the other says can make sense to you. And don't expect them to offer you feedback, ask as an important source of information for your evolution.

Remember that Communication is a very rich and complex competence. It has many features and is a continuous improvement process. It's not something you buy and go.

The world is constantly changing, as is the way we organize ourselves, work and live together.

All this requires greater human competences and communication is the means by which we express our competences.

There is still room for specialists, but the concept is no longer the same, as technologies are rapidly being replaced by new ones, leading people to acquire new specialties. Meanwhile, in the labor market, we observe a rise of Soft Skills or Power Skills, in some cases as a precondition for hiring, in some organizations, especially in leadership positions.



Final thoughts:

- **How many successful professionals do you know who don't communicate well?**

So, what are you waiting for to perfect your communication? Start now!



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