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SMART

SMART BUSINESS RANGE

Emotional Intelligence

The human system that runs the work.

THE MODEL

Four clusters, in order

Why the order matters

Goleman's model breaks EI into four capabilities that build on each other. You can't manage an emotion you haven't noticed, and you can't read a room if you can't first read yourself. So it runs inward-to-outward, self first.

1 SELF-AWARENESS — noticing your emotions, triggers and impact. 2 SELF-MANAGEMENT — choosing your response, not being driven by it. 3 EMPATHY — reading others and taking their perspective. 4 RELATIONSHIP MANAGEMENT — turning it into impact: hard conversations, influence, trust. Master them in order and each makes the next possible.

WORKED EXAMPLE · ONE HARD MOMENT, ALL FOUR

- 1 Self-awareness: a colleague dismisses your idea; you notice the heat rising.
- 2 Self-management: one breath — 'let me come back to that' — instead of hitting back.
- 3 Empathy: you recall their project was just cut; this may not be about you.
- 4 Relationship mgmt: you raise it privately, name behaviour and impact, and trust grows.

BASELINE

Your EI baseline

Built on Goleman's four clusters. Rate yourself honestly 1 (a growth edge) to 5 (a genuine strength). The low scores are the useful ones.

SELF-AWARENESS — I NOTICE EMOTIONS, TRIGGERS & MY IMPACT AS THEY HAPPEN

1

2

3

4

5

SELF-MANAGEMENT — I STAY MEASURED UNDER PRESSURE AND CHOOSE MY RESPONSE

1

2

3

4

5

EMPATHY — I READ OTHERS ACCURATELY AND TAKE THEIR PERSPECTIVE FIRST

1

2

3

4

5

RELATIONSHIP MGMT — I HANDLE HARD CONVERSATIONS AND BUILD TRUST DELIBERATELY

1

2

3

4

5

PRIORITY AREA TO DEVELOP FIRST — AND WHY NOW

SELF-AWARENESS

Triggers, strengths, blind spots

Name the situations that reliably knock you off balance, and what they cost.

TRIGGER / SITUATION	WHAT I FEEL	HOW I REACT	BETTER RESPONSE

STRENGTHS OTHERS RELY ON

BLIND SPOTS I'M TESTING FOR

VALUES THAT, WHEN CROSSED, EXPLAIN MY STRONGEST REACTIONS

SELF-MANAGEMENT

Pause & choose

The pause is the whole skill

Between a trigger and your response there's a gap. Under stress it shrinks to nothing and the reaction fires — the sharp email, the interruption, the cold silence. Self-management is deliberately widening that gap so you can choose.

This is physiological, not willpower — which is why 'just stay calm' never works. What works is a pre-decided move you run on autopilot: a breath, a phrase that buys time, a walk. You build it in the calm so it's there in the storm.

WORKED EXAMPLE · A BUILT PAUSE

Warning signs: jaw tightens, I go quiet, I draft the reply mid-sentence.

Pause move: one slow breath, then out loud: 'let me come back to you on that.'

The question: 'What outcome do I actually want here?' — rarely 'to win this.'

Build your own pause below.

MY EARLY WARNING SIGNS — BODY & THOUGHTS

MY PAUSE MOVE

Breath, walk, 'let me come back to that'...

THE QUESTION I'LL ASK MYSELF

e.g. 'What outcome do I actually want here?'

WHAT GENUINELY DRIVES ME, BEYOND TARGETS

WHAT DRAINS ME — AND HOW I RECOVER

EMPATHY

Read the room, build safety

EMPATHY MAP — WHO MATTERS RIGHT NOW**WHAT ARE THEY THINKING & FEELING? WHAT PRESSURES ARE ON THEM?****WHAT DO THEY NEED FROM ME? WHAT MIGHT I BE MISREADING?****WHERE IS IT SAFE TO SPEAK UP ON MY TEAM — AND WHERE ISN'T IT?****ONE THING I'LL DO TO MAKE IT SAFER**

RELATIONSHIPS

The difficult conversation — SBI-E

Why the framework beats winging it

Most hard conversations fail the same way — they open with a judgement ('you're being difficult') instead of a fact, so the other person defends rather than listens. SBI-E keeps you on solid ground by separating what happened from what you made it mean.

SITUATION — the specific when and where, not 'always'. BEHAVIOUR — only what was observable, no interpretation. IMPACT — the real effect it had. EMOTION — named and owned ('I felt...'), never weaponised ('you made me...'). Facts first, feeling last, judgement never.

WORKED EXAMPLE · SBI-E IN ONE BREATH

Situation: 'In yesterday's review, in front of the team...'

Behaviour: '...you cut across Priya twice before she finished.'

Impact: '...she went quiet, and we lost her input on the fix.'

Emotion + ask: 'I felt uneasy, because I want everyone contributing. Can we make space for people to finish?'

WHO & WHAT IT'S ABOUT

SITUATION — WHEN & WHERE SPECIFICALLY

BEHAVIOUR — WHAT WAS OBSERVABLE (JUST FACTS)

IMPACT — THE EFFECT IT HAD

EMOTION — NAMED AND OWNED

'I felt...' not 'you made me...'

THE OUTCOME I WANT — AND WHAT I'LL ASK FOR

LEADING WITH EI

Rhythms, resistance, pulse

HOW I'LL OPEN CHECK-INS & MEETINGS — THE HUMAN CHECK-IN FIRST

WHERE IS RESISTANCE SHOWING UP — AND WHAT'S UNDERNEATH IT?

Fear, loss, workload, past broken promises?

HOW I'LL RESPOND TO IT WITH EI

PERSON / GROUP	HOW THEY'RE REALLY DOING	SUPPORT I'LL OFFER

HABITS & PLAN

Keystone habits, 30/60/90

EI grows through daily practice, not one-off insight. Tick the habits you'll hold, then set your plan.

- ☐ A daily emotional check-in before it drives me.
- ☐ One genuine pause before reacting to a provocation.
- ☐ One perspective-taking question before giving my view.
- ☐ Respond to bad news with curiosity, not blame.
- ☐ One specific, timely piece of recognition.
- ☐ End the day noting one relationship strengthened or strained.

BY DAY 30**BY DAY 60****BY DAY 90****HOW THIS CONNECTS TO MY CI & CHANGE WORK**

Lead the work. Lead the people.