MODULE OVERVIEW

Emotional intelligence: What emotions tell you

Adaptive module | ~20 min

The more artificial intelligence takes over the analytical side of work, the more emotional skill becomes what can't be delegated: deciding soundly, sensing what others are going through, and repairing a damaged relationship. Beyond the concept popularized by Daniel Goleman, the module sets out how it works—name the emotion, then identify the specific need it signals—and four practices to develop it day to day.

LEARNING OBJECTIVES

01 Understand why emotion is not the enemy of reason but the compass without which decisions go off track.

02 Name the emotion you feel, then identify the need it signals: security, recognition, fairness, or respect for your work.

03 Listen for the need behind a colleague's emotion without judgment, and distinguish empathy from agreement.

04 Build emotional intelligence with four practices: feedback, hidden needs, delayed decisions, and full responsibility for your emotions.

WHO IT'S FOR

Managers and team members who deal with emotions every day, their own and other people's, and want to turn them into allies.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

At Amara's office, the advisors' caseloads are going to be redistributed; the details will come out in two weeks. Fabrice, Amara's colleague, keeps asking her whether she has any news. This morning, tense, Fabrice says to Amara: "You're lucky, you're safe." What does Amara say?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Emotional intelligence (Daniel Goleman, Emotional Intelligence, 1995)
- The link between reason and emotion, emotion as a compass (Antonio Damasio, Descartes' Error, 1994)
- Afthonios method of 4 practices for building emotional intelligence (feedback, hidden need, not letting emotion blind you, responsibility)
- Emotion = messenger of a need, inspired by Nonviolent Communication (Marshall Rosenberg)

SOURCES & REFERENCES

- Harvard Study of Adult Development (Robert Waldinger): more than 700 participants followed since 1938 – the quality of relationships, the number 1 factor in a long and happy life
- Daniel Goleman, Emotional Intelligence (1995): popularization of the concept of emotional intelligence
- Sentio University, American study (February 2025) on AI as psychological support: 73% of users use it to manage their anxiety
- Antonio Damasio, Descartes' Error (1994): emotion, essential to good decision-making

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