

FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. **Do you agree with Daniel Goldman on the importance of emotional intelligence and self awareness?**
 - Each person will answer this in their own way. Encourage robust discussion and debate.
2. **When do you think emotional intelligence is most important? Or is it important in every scenario?**
 - Emotional intelligence is most important when engaging in human interaction. The ability to read people, situations and social cues is very important in leading and managing people.
 - Emotional intelligence also flows through in everything we do as we have so many daily interactions with people both face to face and digitally.
3. **Do you have an example of a commander, leader, peer or subordinate who you considered to have high emotional intelligence? Which traits did they exhibit? Did you enjoy working with them? How well did they communicate with people?**
 - Encourage the sharing of experiences and stories.
 - Identify key trends at the completion of the discussion.
4. **Do you have an example of a commander, leader, peer or subordinate who you considered to have low emotional intelligence? Which traits did they exhibit? Did you enjoy working with them? How well did they communicate with people?**
 - Encourage the sharing of experiences and stories.
 - Identify key trends at the completion of the discussion.
5. **Do you have an example of a commander, leader, peer, subordinate or trainee who you considered to have low self-awareness? Which traits did they exhibit? Did you enjoy working with them? Did this lack of self-awareness affect the way other people saw them?**
 - Encourage the sharing of experiences and stories.
 - Identify key trends at the completion of the discussion.
6. **Do you think you can increase your emotional intelligence and self-awareness? If so, how? If not, why not?**
 - Is emotional intelligence similar to IQ and therefore can it be developed.
 - What are some ideas on how to do so.
7. **How important do you think self-awareness and emotional intelligence is in being a soldier, NCO, WO or officer?**
 - Have the audience answer this question looking at each rank or role they have been in or have observed others in.
 - How important is emotional intelligence as a soldier versus as a Section Commander who has daily interactions leading soldiers. Compare this to a command support role such as a Platoon Sergeant or Sergeant Major. Now compare this to being a Platoon

Commander leading a group of Section Commanders and a Company Commander leading a group of Platoon Commanders.

- Does the need for good emotional intelligence change throughout your career?
- Are there key milestones where it is needed more than others?
- Does this map well with the types of training we receive throughout our careers?
- Do junior officers have enough time to develop good emotional intelligence by the time they undertake command?

8. Do we do enough to train our leaders on self-awareness and emotional intelligence?

- When do we need training on this?
- What do we need to add to our training system and when in the training continuum to gain better emotional intelligence and self-awareness across our force?
- Is this achievable?