

Understanding Emotional Intelligence



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Objectives

- Emotional Intelligence – what it is, where it came from and why it is important
- Work, Life and Emotional Intelligence
- Developing your EQ-I literacy
- The 15 Competencies of EQ-i and tips to master them
- Transfer of Learning Strategy



Why do this?



- For YOU
- For your TEAM
- Be a better LEADER
- Make your work/life easier, more efficient, more effective and more enjoyable
- Competitive advantage?

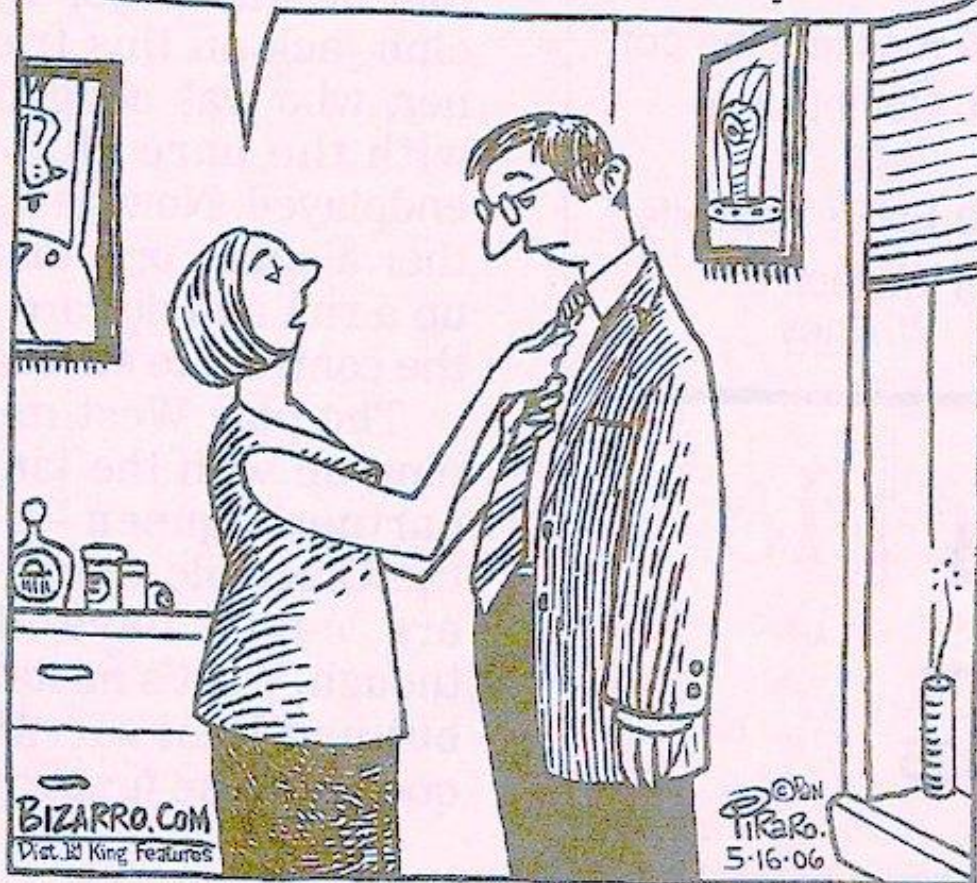
"Success in business today is
15% technology and 85% Emotional Intelligence."

Tom Peters, Author of In Search of Excellence



BIZARRO

Don't worry so much about the job interview, you'll be fine. Just pretend you're likeable & competent.



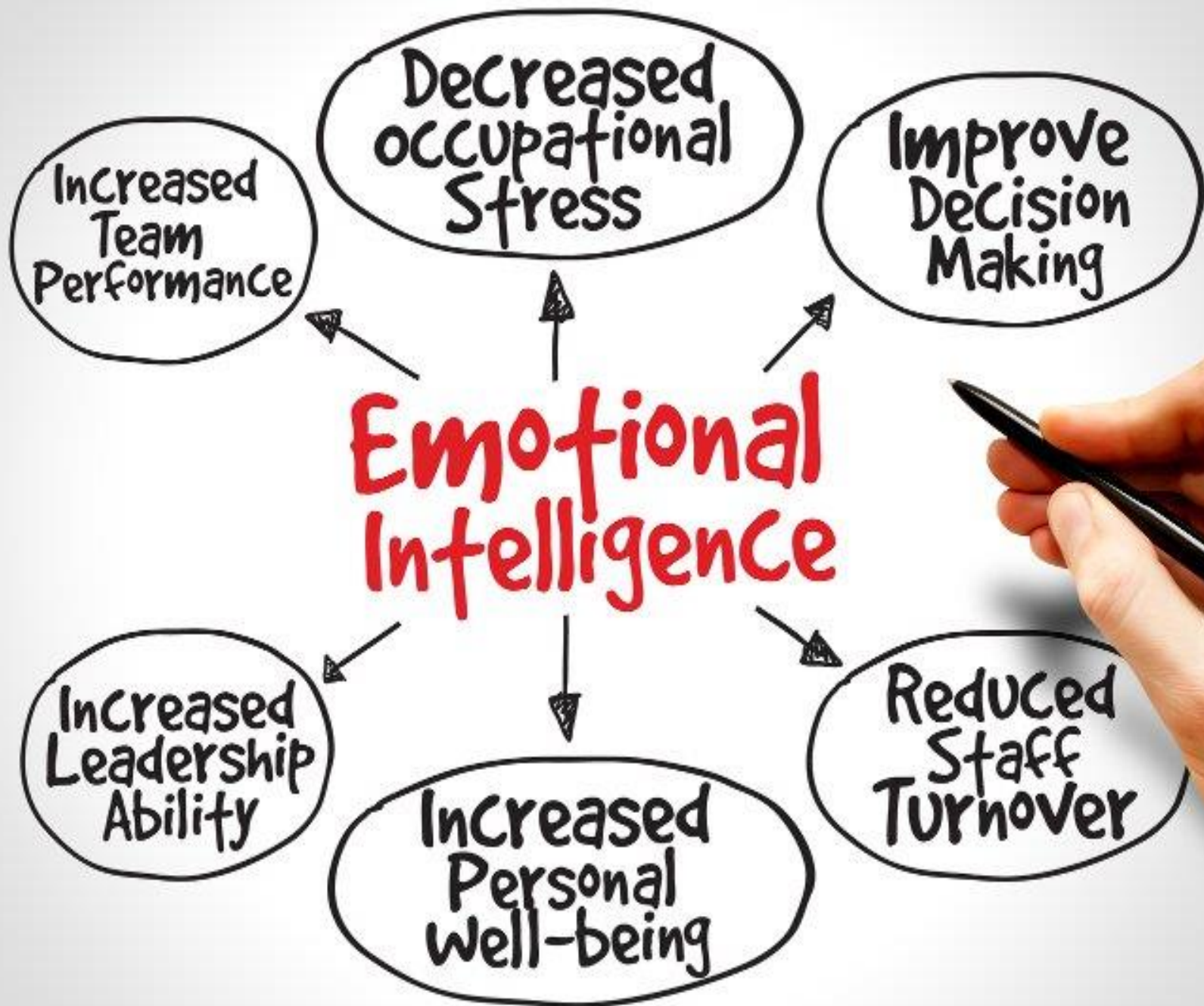
Best Leader/Worst Leader



Best or Worst	
Qualities	Impact
e.g. -open door policy	-made me feel supported in my work

What is Emotional Intelligence?

- ▶ Daniel Goleman originally defined EQ-i as the array of skills and characteristics that drive leadership performance.
- ▶ For example:
 - Awareness of our emotions.
 - Control our emotions.
 - Expression of our emotions.
 - Ability to maintain interpersonal relationships judiciously and empathetically.
- ▶ Studies have shown that people with high EQ have greater mental health, job performance, and leadership skills.



Motivational
Reflective & Self Aware
Relationship Mgmt.
Organizational Dynamics
Socially Aware
Empathetic

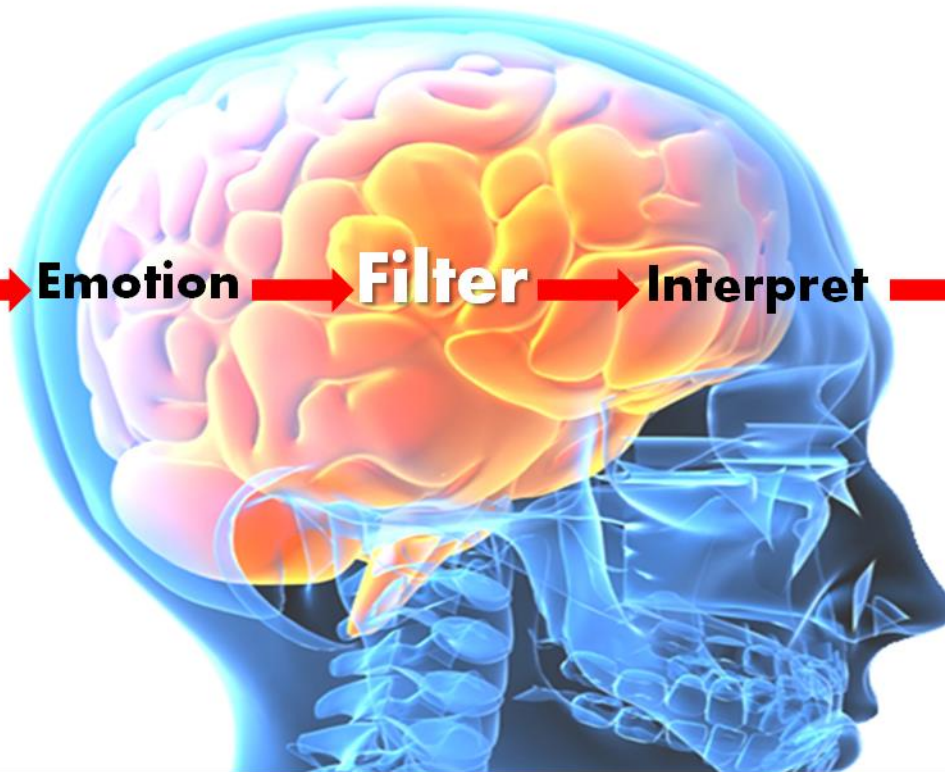
Technical Know-How
Architecture Trade-Offs
Expert in [x] Technology
Senior Architect
Styles and Patterns
Critical Thinker

EQ

IQ



Stimulus → **Emotion** → **Filter** → **Interpret** → **Behavior**





Self-Regard



The ability to accept yourself just the way you are and have self-confidence.

Tip: Feel confident and competent enough to achieve your goals

Self-Regard

Knowing how you are doing has a powerful and significant impact on your overall self-esteem. Receiving feedback on your strengths and areas for enhancement are important to measure your success.

Find
experts/thought
leaders to follow-
they are a great
source of
feedback

Always
check-in on your
performance-
never check out

Received positive
feedback?
Celebrate it!

Self-Actualization

The ability to live a life of meaning, purpose and fulfillment.



Tip: Do more of what has purpose and meaning for you.

Self-Actualization

Having a clear vision is paramount to leading through times of intense change. Be okay with not achieving goals right away, as long as you are moving towards your vision.

Ask what is
motivating you and
your team
members

Rethink today's
priorities and set
smaller digestible
goals

Shift from
long-term to
short-term
planning

Emotional Self-Awareness

The ability to be “in touch” with your emotions.



Tip: to have access to this wealth of information about your reactions to your environment.

Emotional Self-Awareness

Being aware of your own emotions puts you in charge!

Label emotions
and notice when
they change

Openly discuss
challenges/
anxieties

Insert a break
between meetings-
especially virtual
ones

Emotional Expression

- Openly expressing one's feelings verbally and non-verbally.



Tip: Share what's going on 'beneath your surface'

Emotional Expression

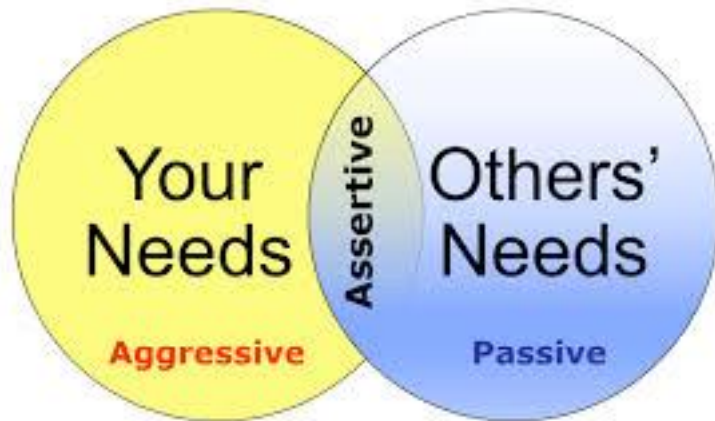
Knowing when and how to express yourself will help you get the most out of your emotions; from building authentic relationships to getting the work done. Emotions prioritize what you need to pay attention to.

Keep
distressing
emotions in
check; not
suppressed

Disengage
(yourself) to
engage (with
others)

Write down a
few words that
describe how you
are feeling, before
you express it

Assertiveness



The ability to say what you need to say.

Tip: to be heard

The ABCD' s of Assertiveness

A. “I feel...**A**”

(“what is your emotional reaction?”)

B. “Because of...**B**” (make the connection to the stimulus or trigger)

C. “What I’ d like is ...**C**” (what would you like instead?)

D. “How do you feel about this?” Invite

Dialogue

Assertiveness

Words have weight; therefore, manage the message. This is particularly important in virtual working conditions where context can be missing.

Encourage respectful open conversations

Use 'I' statements instead of 'you'

Test drive a tough conversation with a trusted friend

Independence

The ability to do things on your own, without needing others.



Tip: to have the capacity to think on your own – critical thinking.

Independence

Embracing new ways of working can empower your team to truly own how they accomplish objectives, allowing you all to be a little more self-directed.

Create space for others to shine

Post-mortem a recent decision you made. What can you learn for next time?

Not feeling confident to act?
Pilot test your idea

Interpersonal Relationships

The ability to have meaningful relationships with others.



Tip: develop mutually satisfying relationships

Interpersonal Relationships

Deepen your interpersonal relationships. Build stronger, more meaningful connections while increasing the engagement and productivity of your team.

Set up frequent
15-minute chats
or check-ins

Swap stories of
imperfection; be
transparent about
your learnings

Laughter relieves
stress and acts as
social glue

“When dealing with people,
remember that you are not
dealing with creatures of logic,
but with creatures of emotion.”



Dale Carnegie, Author

Interpersonal Skills

- Leaders with high Interpersonal EQ communication skills and are good at getting their team to support them and be excited about a new mission or project.
- Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically.
- Study and consider how personality differences impact their workplace.
- As a leader, you can inspire the loyalty of your team simply by giving praise and appreciation when it's earned.

Empathy

The ability to pay attention to what's 'going on' for others – what they're feeling.



Tip: others feel heard and understood

Empathy Steps

1. **Notice**
2. **Acknowledge**. e.g. “It looks like something might be bothering you.”
3. **Enquire**, e.g. “Would you like to talk about it?”
4. **Demonstrate Compassion**, e.g. “Wow, that must really be difficult.” “Thank you for telling me.”
5. **Offer Assistance**, e.g. “How can I help?”
“Would it be helpful if ...?” (concrete suggestion)

What Not to Say

1. “I know how you feel.”
2. “It will be okay.”
3. “There, there, don’ t cry.”
4. “Cheer up.”
5. “You’ll have to put that aside for now.”
6. “Come on now, be brave.”
7. “Don’t feel that way.”
8. “At least, other things are going well.”
9. “Keep a stiff upper lip.”
10. “The same thing happened to me once.”

Empathetic Leaders

- Help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.
- If you want to earn the respect and loyalty of your team, then show them you care by being empathetic.

Social Responsibility

The ability to give back.



Tip: help others
Side benefit:
help yourself

Social Responsibility

As a leader and responsive ambassador of the larger team, acting in the interests that go beyond yourself ensures you all succeed.

Do your objectives connect to the broader vision?

Every bit of support counts. Brainstorm activities that you can all engage in

Renew communication with lost contacts/networks

Problem Solving

The ability to deal with your emotions while solving problems.



Tip: find solutions when emotions are involved.

Problem Solving

When facing uncharted territory the ability to detach emotions from addressing challenges confidently steers the team towards favourable outcomes.

Explain the problem to a trusted peer

Label the emotions involved, extract information from them

Check out how your competition is approaching the problem

Reality Testing

The ability to see things the way they are.



Tip: frequently scanning internal and external realities.

Reality Testing

Maintaining a realistic perspective is a vital leadership skill to ensure you are a guiding compass for your team in a quickly changing environment.

Check the
perspective of
someone
outside of the
situation

Gut-check+fact-
check = balance
emotions with
data

Identify what
is clouding
judgment

Impulse Control

The ability to be patient and delay gratification.



Tip: resist or delay impulse to act.

Impulse Control

Wait!! Intentionally taking the time under trying circumstances to weigh the pros and cons before rushing to a decision is an admirable leadership skill that boosts your credibility with your team.

Write down
your triggers;
watch for them
particularly when
under pressure

10 second
delay/walk
away before
responding

Test drive
your response
with a trusted peer;
you'll have time
to cool off

Flexibility

The ability to go from one thing to another without resistance.



Tip: to bend and adapt to the forces beyond our control.

Flexibility

When unknowns arise, showing interest in how people are coping or resisting those changes is critical to the team's future success.

Change is personal. Be sensitive to the different ways people approach change

Acknowledge emotions by discussing them

Explore alternate solutions

Stress Tolerance

The ability to tolerate stress without a decrease in performance.



Tip: cope, to be able to 'deal with it' rather than avoid it.

Stress Tolerance

Stress arises and shows up differently for everyone. Particularly when the pressure is on and the world is in major flux, leaders need to harness stress for its energy in order to remain resilient.

Mountain or
molehill?
Contextualize the
size of the
problem

Calm the mind
for 5 minutes
before jumping
into your next
meeting

Share a story of
team/personal
resiliency

“Everything can be taken away from a person except one thing – the ability to choose one’s way, to choose one’s attitude in any given circumstance.”



Viktor Frankl
Man's Search for Meaning

Optimism



The ability to see what's good.

Tip: Positive attitude and outlook on life

Optimism

Believing that a challenging circumstance is temporary and finding the bright side when you don't feel in control is a super-strength that you can benefit from in times of uncertainty.

Optimism can be learned- view a setback as fleeting and changeable

Encourage 'blue-sky' thinking, brainstorm opportunities together

Look for the good in everything-it is out there

Well-Being/Happiness

Happiness is a rich emotion that can have a lasting impact on the type of legacy you want to leave behind. Happiness can help move you and others through times of chaos and crisis; it's the long-lasting fuel you need to overcome tough days.

Surround
yourself with
positive people

Exchange
positive mental
and physical
health
activities

Attitude of
gratitude- write
down 5 things you
are grateful for
today



Where to from here?

- 1) Consider how you'd like to improve your EQ.
- 2) Consider completing an EQ-i 2.0 assessment
- 3) Obtain resources related to learning more about EQ.
- 4) Use the ideas to make your communication and relationships better.
- 5) Develop self-awareness with practices such as mindfulness, reflection, journaling, coaching, meditation etc.
- 6) Choose to be 'part of the solution' focus on EQ competencies and practice in the workplace.
- 7) Ask for feedback on specific EQ competencies.

Remember EQ is a Lifetime Process

- EQ isn't something you develop once then drop.
- It's a lifetime practice, and it is possible to keep improving.

