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THINK MORE - LEAD BETTER



HOW TO LEAD WITH

EMOTIONAL INTELLIGENCE

# Table of Contents

The Rise of Emotional Intelligence . . . . .	page 3
The 6 EI Competencies . . . . .	page 4
8 Benefits of EI in the Workplace . . . . .	page 5
The Pandemic's Toll . . . . .	page 13
EI in the Workplace . . . . .	page 14
The Neuroscience of Emotions . . . . .	page 16
The Conversational Dashboard: from Me-to-We . . . . .	page 18
The Importance of Inclusiveness . . . . .	page 21
Dr. Rock's SCARF Model . . . . .	page 23
EI in the Real World . . . . .	page 24
EI in the Real World - Results . . . . .	page 28
Tracking Progress with Pulse Surveys . . . . .	page 30
Conclusion . . . . .	page 31
Resources . . . . .	page 32

Start by taking a moment to reflect on your company's culture and leadership.

1. Are conversations healthy?
2. Is there a spirit of appreciation or a punitive spirit?
3. Are leaders providing direction?
4. Are employees collaborating and bonding across boundaries?
5. Give and take: In what ways are colleagues engaging with each other for mutual success?
6. Enterprise leadership development: Is there a feeling that “we’re all in this together?”
7. Is there a spirit of discovery and inquiry in the enterprise?



If you are not able to respond positively to these questions, your workplace culture may benefit from incorporating Emotional Intelligence practices.

# The Rise of Emotional Intelligence

The term "emotional intelligence" has become ubiquitous in recent decades. With good reason, as our world fills with advanced tech and particularly AI, human "soft skills" will become increasingly important to offset these changes. The World Economic Forum listed Emotional Intelligence in the *top ten skills* to thrive in the "Fourth Industrial Revolution" fueled by increased interconnectivity and smart automation.

Some people are naturally more emotionally skilled, but anyone with focused training and heightened awareness can develop higher levels of EI. These skills are now considered essential for 21st-century leadership. A leader's emotionally intelligent behavior has also been directly linked to employee creativity and innovation. Here are some important tangible benefits companies and leaders achieve by applying EI principles to their business cultures.

# The 6 EI Competencies

But first, get grounded on what we mean when we say exhibit or demonstrate emotional intelligence.

These are the six core emotional intelligence competencies, as determined by The Journal of International Self-Awareness:

**Self-Awareness** – understanding of how others perceive us

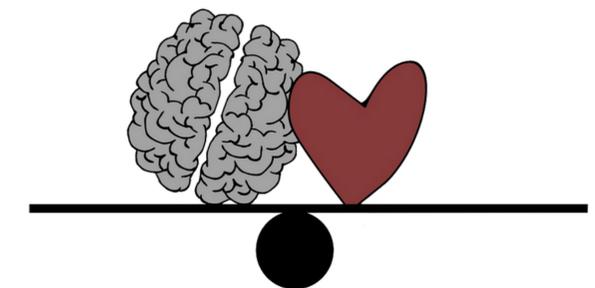
**Awareness of Others** – understanding how we perceive others

**Self Management** – being in control of our emotions and actions

**Empathy** – seeing things from another person's point of view

**Authenticity** – being genuine, accountable, reliable, trustworthy

**Emotional Reasoning** - making decisions based on your emotional impact on others.



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# 8 Benefits of EI in the Workplace

## 1. Better Teamwork

Managers with high levels of EI communicate better with team members. They're better able to share ideas, are more open to others' ideas, and are less likely to "run the show" on their own without thinking of others first.

Employees are more likely to trust their managers and value their ideas and input. They are respectful and thoughtful as the group works together. This is an ideal situation for any manager or company.



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# 8 Benefits of EI in the Workplace

## 2. Better Morale



Company culture is bound to be much stronger when the staff gets along and respects each other using EI skills. Not only will staff members enjoy the work they are doing, but they'll also enjoy the people with whom they do it.

Managers will see this reflected in other areas of the business as well, such as customer service, where positive customer service results in happy customers and repeat business. Better morale leads to better business results that are sustainable over time.

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## 8 Benefits of EI in the Workplace

### 3. Increased Flexibility and Ability to Embrace Change

Although management and employees likely know that change is inevitable for any organization and industry, they don't always welcome it with open arms.

However, an EI-centric business culture is better able to handle change through its emphasis on respect for all, self-awareness and self-control. Initial negative feelings about change can evolve into positive feelings when high morale and solid teamwork are in place. EI also tends to make one more resilient, which can make for an easier transition during the change process.



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# 8 Benefits of EI in the Workplace

## 4. Expressed Compassion and Empathy

One of the greatest benefits of emotional intelligence, both within the workplace and in one's personal life, is the ability to maintain and display compassion and empathy for others. These qualities allow a person to connect with other people on an emotional level for greater understanding and recognition of the emotions we all share. By displaying compassion and empathy, managers can forge deeper relationships with their employees that lead to loyalty, retention, and higher levels of discretionary effort.



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## 8 Benefits of EI in the Workplace

### 5. Improved Time Management

Deadlines are a fact of life in most industries, and companies can thrive or wither depending on how well they manage them. One valuable benefit of EI in the workplace is that it reduces the tendency of some managers to micromanage their employees.

When EI is woven into the workplace via trust, authenticity, and transparency, workers are more inclined to assume personal responsibility for their efforts. This may then lead to staff using their time more efficiently and creatively finding new solutions to pressing problems while under time pressure.



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# 8 Benefits of EI in the Workplace

## 6. Improved Motivation

Emotionally Intelligent people are typically optimistic in their outlook and work towards goals, whether personal, professional, or both. Such people often have a growth mindset and tend to persevere in the face of challenging obstacles. When you have a group of like-minded people working towards a common goal, they will not only be motivated personally to reach them but will be highly supportive of others as well. This means they'll notice when someone needs help and will jump in to offer it up. This type of teamwork creates a motivating environment.



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## 8 Benefits of EI in the Workplace

### 7. Improved Self-Awareness and Ability to Respond Well to Feedback

A strong benefit of EI at work is how it helps people understand and accept their own strengths and growth opportunities. As a result, these people are able to welcome and accept feedback and use it in a positive way to improve and grow.

If managers encounter resistance or defensiveness when offering feedback, they will be more reluctant to offer it in the future without hesitation or trepidation. This can impede the creation and maintenance of an upward cycle of improvement. Alternatively, employees with EI are ready to give and receive feedback, which accelerates development for all.

When feedback is seen as coming from a genuine place of caring, it's a normal part of workplace conversation, which is something all organizations can benefit from.

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## 8 Benefits of EI in the Workplace

### 8. Improved Self-Control

People with high EI understand that acting in a negative, provocative, or irrational way will only escalate a tough situation unnecessarily. EI helps people to practice restraint and reveal their emotions when it's appropriate in a controlled manner, which would include awareness of how it might influence the behavior of others.



When someone is able to refrain from emotional outbursts and remain calm in stressful situations like these, the team can focus on seeking the best solution to challenging problems rather than having to deal with friction between team members. Thus, improved self-control can lead to better conversations that move the team and organization forward.

## The Pandemic's Toll



What's come out of the COVID pandemic is akin to post-traumatic stress disorder because it's subjected us to unusually high levels of stress, anxiety, and uncertainty. We should recognize that this is something we'll have to grapple with for some time.

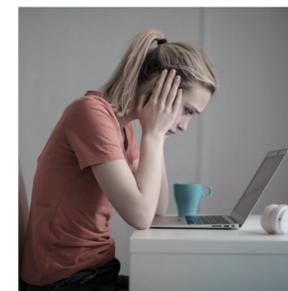
By deploying EI as part of your leadership toolset, you'll be a better leader. One that is able to help people deal with and overcome pandemic-related stress. You'll also be well-equipped to lead people who may find it difficult to work through stressful economic times and situations of social unrest, which are elements of society whether there's a pandemic or not.

## EI in the Workplace

What does EI look like in practical terms? Let's do a quick exercise to reflect on bosses you've had in the past. All you'll need is something to write with and write on. Here we go.

First, think of three words or short phrases that describe how you felt working for your best boss.

Now, think of three words or short phrases that describe how you felt working for your worst boss.



## EI in the Workplace



Now compare your two lists. How important were those words to you in terms of how you felt at work under that boss?  
How we feel at work matters.

Typically when doing this exercise, we see a big gap between the best and worst bosses. This gap, in essence, shows what it's like to work for someone who has Emotional Intelligence versus someone who doesn't and highlights how it affects us and our willingness to stay with that boss and company.

A lot of leaders have good intentions. They mean well, but what can they do differently to implement those intentions?

# The Neuroscience of Emotions

Neuroscience helps to explain our emotions when we get a certain stimulus. What happens is that our emotional brain immediately goes into action and decides: "Is this stimulus a reward, or is it a threat? The thinking brain then starts to think: "Okay, what will I do now about this stimulus?"

According to research, everything we do at the core level is about minimizing dangers and maximizing rewards.

If we perceive a threat, we may become disengaged, closed off, or evasive. If we sense possible rewards, we can become engaged, connected, and more open to the conversation we're having.



# The Neuroscience of Emotions



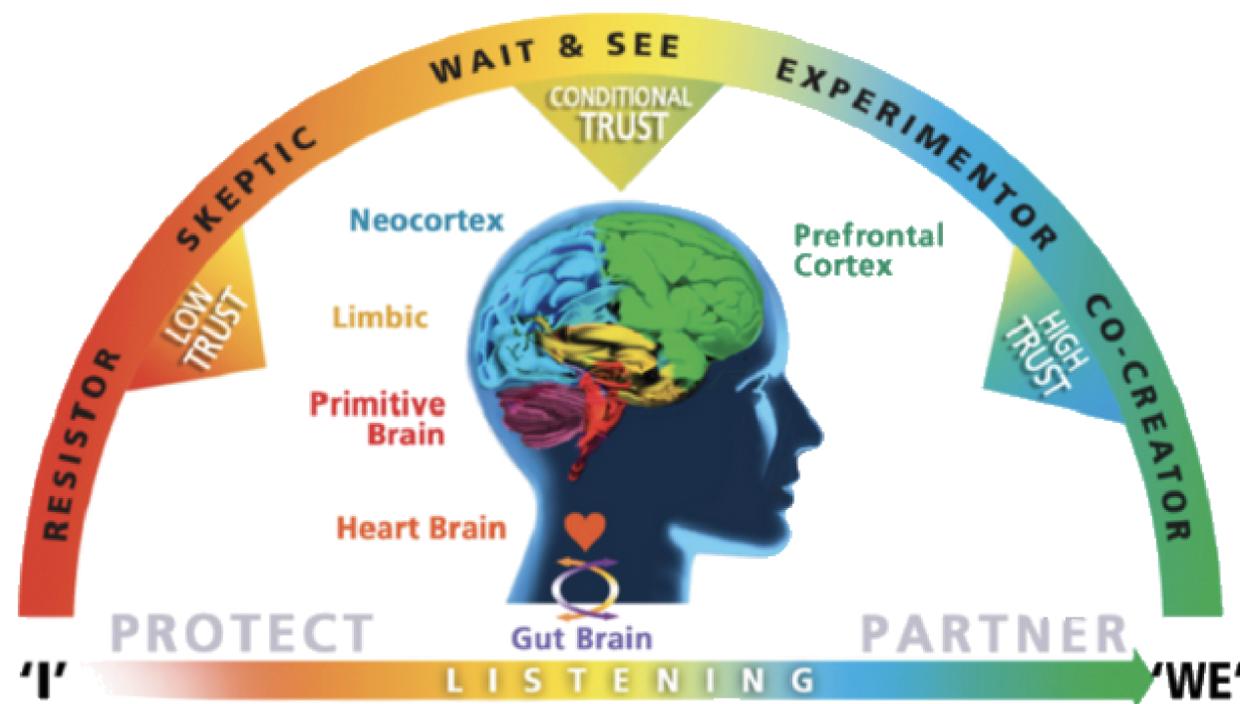
We all make decisions based on the stimulus we receive. Your attitudes and actions determine how people feel, and how they feel determines the extent to which they engage with you. This interaction impacts everything about the outcome of that relationship.

It's up to you, as a leader or as a person just working with others, to ask yourself: "Am I posing a threat to this person? Are the words I'm using, the tone I'm using, the presence I'm embodying, make me either threatening or welcoming?"

# The Conversational Dashboard: from Me-to-We



## CONVERSATIONAL INTELLIGENCE® DASHBOARD



(©Benchmark Communications, Inc. and The CreatingWE® Institute.)

The Conversational Intelligence Dashboard is a useful tool developed by the late Judith Glaser.

# The Conversational Dashboard: from Me-to-We

The arc represents the different feelings people bring to a conversation. On the left side, there's low trust and high resistance. The "wait and see" people with conditional trust are in the middle. Many people join meetings in this state. As we move to the right side, trust is elevated.

With high trust, people are willing to experiment, open up, make mistakes, and discover new things together. Over on the far-right side, you'll find Co-Creator. This is a person totally open to new ideas. With high trust, they feel they're in a psychologically safe environment and are open to partnering. Their attitude is: "I don't have the answers, but I want to discover new solutions with you."



# The Conversational Dashboard: from Me-to-We



People on the left side want to protect themselves and remain in control. They may resist because their position is the only one important to them, and they want to win. As we gain more trust, we become open to listening to other people and partnering with them. As a result, we become able to move from "me-to-we."

Transitioning from "me" to "we" is what Emotional Intelligence is about. It's not about having all the answers and telling people what to do. It's about discovering and co-creating together through conversation.

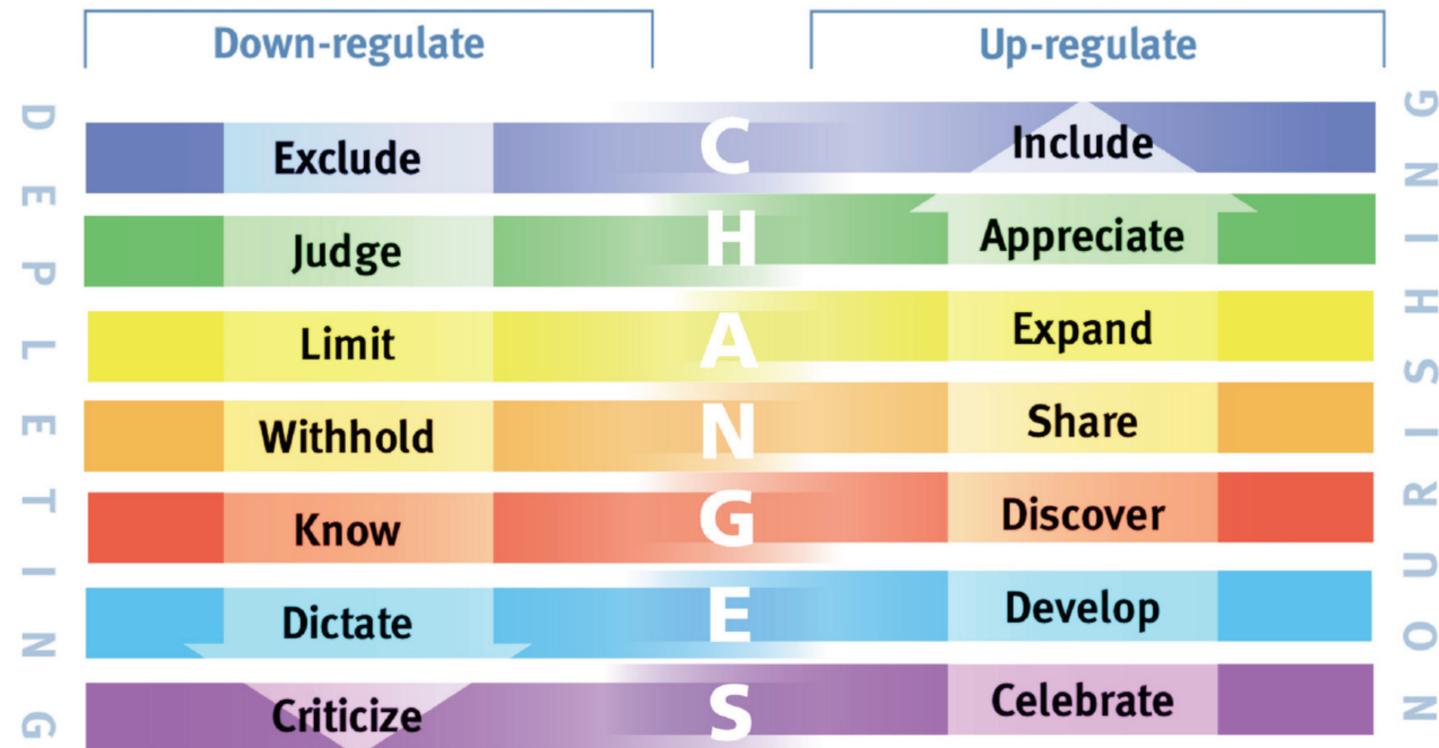
By regulating our behaviors, we support others and make them feel enriched, alive, and energized.

# The Importance of Inclusiveness

Think of the times you included, developed, or appreciated someone. Was there someone whose work world you expanded, someone with whom you celebrated a joint success, or somebody you discovered a new solution with rather than simply doing it yourself?

Manage yourself and your environment; notice your behaviors and patterns. Focus on Down-regulating and Up-regulating your brain.

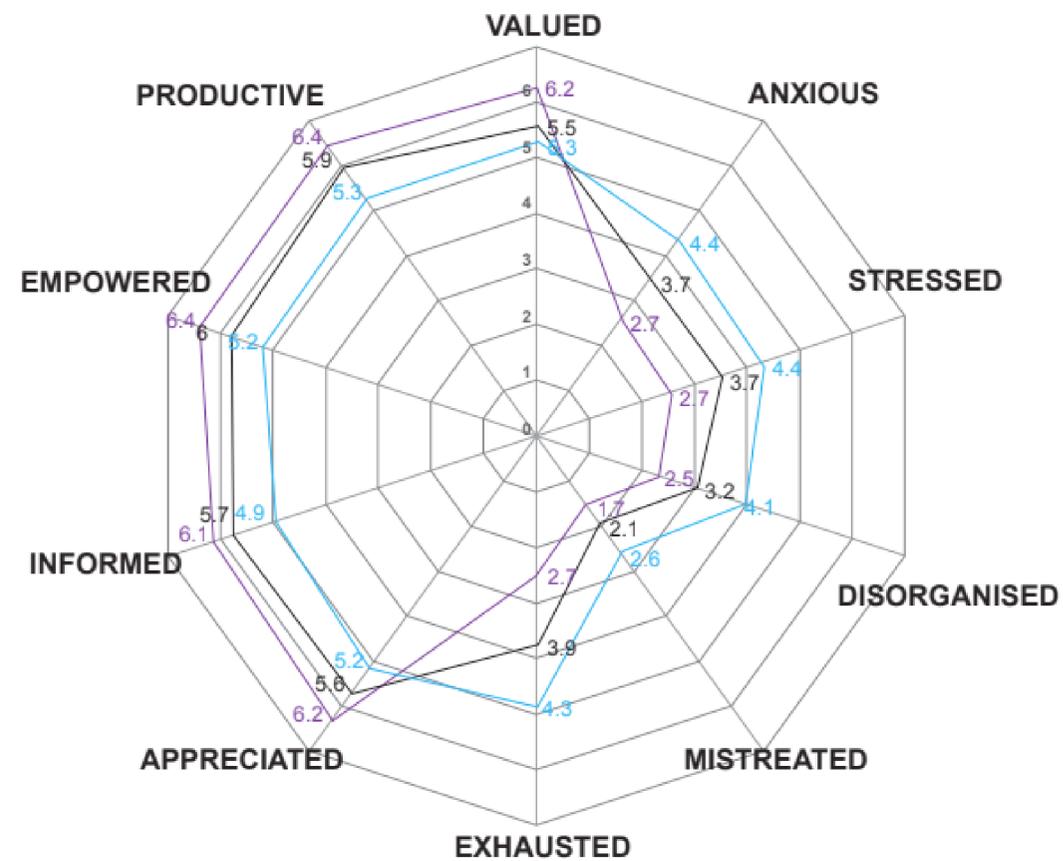
(From "Conversational Intelligence® for Coaches"  
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CreatingWE® Institute.)



# The Importance of Inclusiveness

Use the *Genos Emotional Culture Index (ECI)* to measure the current emotional culture at the workplace.

When you understand how your people are feeling, how they'd ideally like to feel, and where the gaps are – you can make informed decisions for your L&D, training, and development of your teams and workplace culture.



Feeling Most Felt Currently	Feeling Least Felt Currently
Valued 75%	Mistreated 37%

Most Expected Feeling	Least Expected Feeling
Empowered 85%	Mistreated 30%

Most Ideal Feeling	Least Ideal Feeling
Empowered 92%	Mistreated 24%

## Dr. Rock's SCARF Model

David Rock founded the SCARF model, a model for how to have good, supportive, and meaningful conversations. The SCARF model involves five domains of human social experience: status, certainty, autonomy, relatedness, and fairness.

When you follow this model, it's more likely they'll be engaged in that conversation because you recognize the importance of incorporating as many of these elements into it as possible.

**Everybody wants to be respected and provided with some level of certainty. Employees like to know where things are going and what the future holds for them and the company they work for.**

People also appreciate participating in making decisions that affect them. They want to feel autonomy and relatedness. *In this video*, Dr. Rock explains the SCARF model in greater detail.

## EI in the Real World

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What does emotional Intelligence look like in the real world?

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To answer that, let's look at a few brief examples;

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**Example 1:** Years ago, Satya Nadella, the CEO of Microsoft, was at a women's conference where he said women should rely on good karma to get raises and promotions. He got a lot of blowback from that, as you might imagine.

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Listening to the criticism of his remarks, he realized his beliefs didn't work in real life. While many men are assertive about asking

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for promotions or raises, many women hold back.

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They should be encouraged to be more assertive.

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Satya, learning from this experience, apologized in public. He said: "I learned something the other day. I was wrong, and now I want to be a leader who makes a difference in advancing women's status in the workplace."



## EI in the Real World

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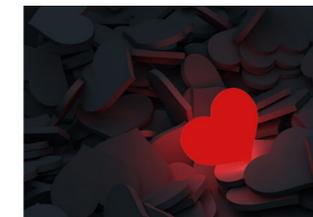
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**Example 2:** During the pandemic, Airbnb management had the painful task of letting people go. Although many companies went through this difficult process, Airbnb made an outstanding effort to do so with dignity. In addition to severance pay, they allowed laid-off employees to keep their laptops and some of their benefits for a time. Airbnb also created a list of online bios of all affected employees to facilitate their recruitment by other companies. Airbnb wanted to treat these people right, knowing they had given much to the company.

Airbnb let them go with as much dignity as possible.



Not long ago, a different company laid off hundreds of people over Zoom and cast aspersions on some of them in the meeting. There was an immediate internal and external backlash against the CEO, and they subsequently took an LOA to reflect upon what he'd done. Even today, as much as we know about EI and its importance, we still see examples of it not being exercised by management.

## EI in the Real World

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**Example 3:** Whitney Wolfe Herd, the CEO of the dating app Bumble, could see that people at her firm were tired, stressed, and anxious. They were burned out or on the verge. She recognized that her people needed a break to rest and recharge, so she gave the whole company a week off at the same time. This is a good example of empathy, listening to your people, and responding to their needs.



## EI in the Real World

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**Example 4:** Sid Sijbrandij, who runs GitLab, believes in being transparent, which is a part of the emotional intelligence competency of authenticity. His monthly email to the board, usually a private communication, is shared with every employee in the company. This email includes all the good and bad from the previous 30 days at GitLab. Sid doesn't believe in keeping secrets from his employees.

## EI in the Real World

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**Example 5:** Robert Bradway, the CEO of Amgen, had an epiphany. He realized he needed to stop trying to be the smartest person in the room and focus on listening and hearing other people.

While you can listen and comprehend what the other person is saying, ultimately, it's more than that. It's also a sign of respect you can give to someone. So he went from needing to be the smartest person in the room to respecting others, listening to others, and tuning in and connecting with them. His leadership has grown as a result, and he's out there talking about it.



## EI in the Real World - Results



Emotionally intelligent leadership will improve retention rates and bring in more referrals to open jobs within your company. People who are working for a great boss will put out more effort. They don't even need to be asked. They will just do it.

It's all the result of greater openness. We saw Sid's example at GitLab, where he's very open about company performance. Remember "High Trust" on the conversational dashboard? It's about openness and more risk-taking, discovery, and co-creating. We're willing to take chances. We take risks and accept mistakes because we're in a workplace where we're not penalized and criticized for taking risks. And risk-taking generally leads to more innovation and rewards.

# Tracking Progress with Pulse Surveys

To track employee engagement, you should be doing regular pulse surveys where you'll be able to measure employee engagement and see how people are feeling. As you develop EI and make it a part of your company culture, you should see these survey scores rise as a result.



## Conclusion

Hopefully, these examples awakened you to the power of EI and how it can benefit your company's top and bottom lines to help your company prosper.

Emotional Intelligence is needed today for organizations to go to the next level. When emotional Intelligence is built into your business culture and how you operate, it doesn't matter if you're on-site, virtual, or hybrid; every organization gets better.

Moving towards leadership that focuses on the outcome and values mentoring over managing allows remote teams to gain ownership. Cultivating a workplace that engages and empowers employees while maintaining a solid connection to the team will improve overall well-being.

For additional information on how you can foster greater EI in your organization at an individual, team, or corporate level, *contact us* to talk about it.



## Resources

*"As the 'thinking' aspect of jobs is increasingly taken over by machines, the 'people' aspect of jobs becomes more prized."*  
- Dr. Benjamin Palmer, CEO Genos International



If you'd like to learn more about our training programs for emotional intelligence, [click here](#).

We also offer assessments to help you determine how well a person is currently exhibiting emotional intelligence. Learn more about these assessments [here](#).

Want more information on how to incorporate Conversational Intelligence into your workplace and your life? [Click here](#).

If you would like the powerful resource of a great coach by your side, let's talk.

**We're Here to Help You!**

Click *here* to go to our contact form.

