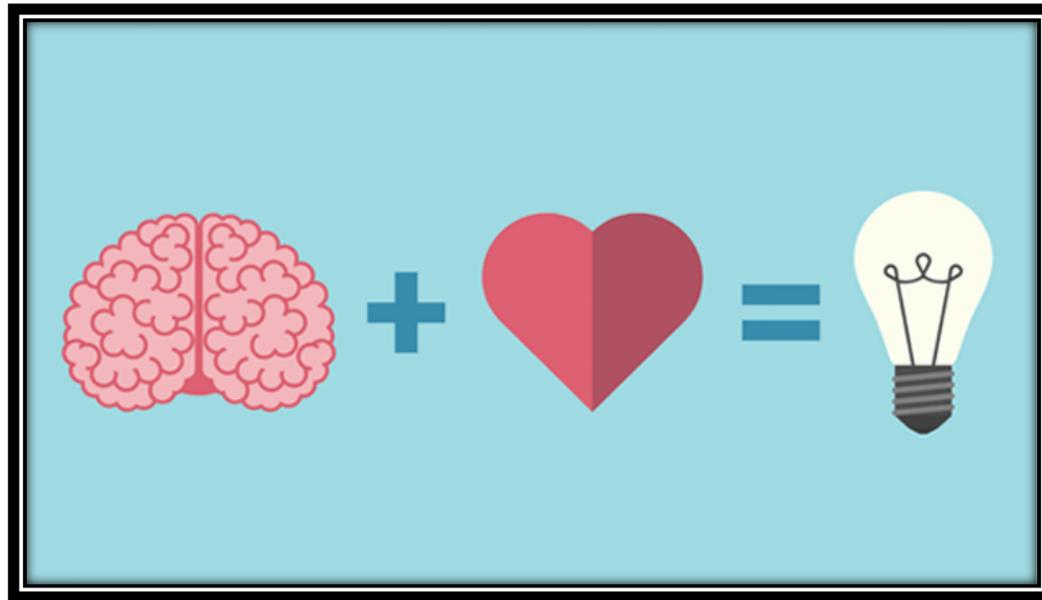
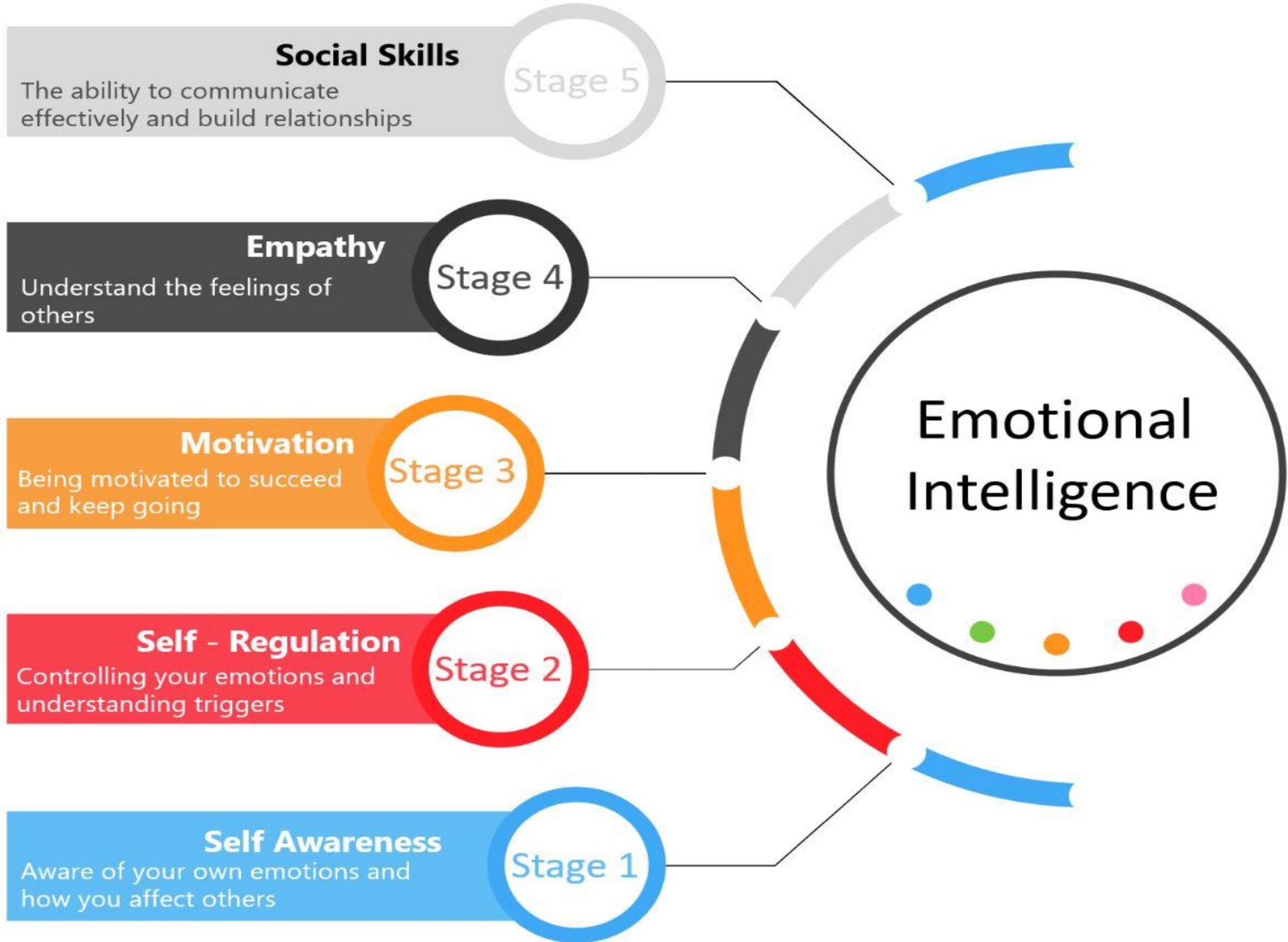


# Emotional Intelligence: More Tools to Use



SESSION 3



## Social Skills

The ability to communicate effectively and build relationships

Stage 5

## Empathy

Understand the feelings of others

Stage 4

## Motivation

Being motivated to succeed and keep going

Stage 3

## Self - Regulation

Controlling your emotions and understanding triggers

Stage 2

## Self Awareness

Aware of your own emotions and how you affect others

Stage 1

# Emotional Intelligence

# Emotional Intelligence (EI)

- ▶ There are many factors that can lead to a “bad day” but leaders that constantly allow this to affect their teams or coworkers are creating a negative culture and practicing low emotional intelligence
- ▶ Here are some things that an emotionally intelligent leader would do differently.

# Tools to Build your EI

## PRACTICE “SELECTIVE VULNERABILITY”

- ▶ As a leader, your role is to walk a fine line between sharing and oversharing.
- ▶ Revealing too much can undermine your authority and destabilize your team.
- ▶ Practice “selective vulnerability” – share some feelings but don’t be emotionally leaky. You need to provide a good path forward.
- ▶ Avoid blurting out statements like, “I’m so stressed out and have no idea how to handle this,” which certainly won’t inspire confidence.
- ▶ Use something like this: “I’m feeling \_\_\_\_\_ because of \_\_\_\_\_. But here’s what I’m planning to do next to make it better: \_\_\_\_\_. And here’s what I need from you: \_\_\_\_\_.”
- ▶ For example, you might say, “I know we’ve all been working hard to make this customer happy. I’m really feeling the constant changes are frustrating, and I’m sure you are, too. Let’s talk about how we can better handle the changes to meet our customer’s demands and also make sure we get what we need.”

# Tools to Build your EI

## EMOTIONALLY PROOFREAD WRITING

- ▶ Miscommunication is much more likely when you're not face-to-face. This is partly because we all suffer from what researchers call a "negativity bias"; in other words, if what's written has an intended positive tone or impact, we perceive it as neutral. And if it's neutral (such as "sure" or "OK"), we view it as negative.
- ▶ Before you send a message, pause to emotionally proofread what you wrote by putting yourself in the recipient's shoes. Don't fire off a note at 9 p.m. that says, "We need to talk tomorrow," when you mean, "I think we might have a new project starting and we need to talk about who should run it".
- ▶ When reviewing these two examples, the first message has a good chance of leaving someone panicked, while the second message is much less stressful.

# Tools to Build your EI

## **WORK SMARTER NOT HARDER (USE YOUR RESOURCES)**

- ▶ Your team members will work at their best if you invest in understanding each individual's unique talents and areas for improvement, and then assign tasks accordingly.
- ▶ People who feel that their work does not utilize their personal skills are 7X more likely to leave their organization.
- ▶ Spending time getting to know your team as individuals can also prevent burnout within your team.
- ▶ Ask your team members questions to better understand their situation. Listen and then take action where you can. Some examples:
  - What one thing can I do to better support you this week?
  - What kind of flexibility do you need right now?
  - What projects have you enjoyed most over the past month?
  - What aspects of the job would you like to learn more about?

# Tools to Build your EI

## UNDERSTAND YOUR EMOTIONAL EXPRESSION TENDENCY

- ▶ Are you an “open book?” Or “hard to read”?
  - Over-emoters: People who feel things strongly and express them visibly and verbally.
  - Under-emoters: People who don't feel as intensely and rarely display emotion.
- ▶ Neither is good or bad, but it's useful to be aware your tendencies so you can adjust your behavior in certain situations.
- ▶ For example: An “over-emoter” might let a bad day sour an interaction with his team while an “under-emoter” might show so little excitement about a job well done that her team feels underappreciated.
- ▶ Great managers acknowledge their tendencies and make small changes to act like “even-emoters.”
- ▶ Take a moment before joining a meeting to ensure a frazzled morning doesn't ruin the meeting or make an effort to express more praise and gratitude even when it's not comfortable.

# Tools to Build your EI

## FRAME FEEDBACK AS BRIDGING THE GAP

- ▶ Employees who don't think that they have growth opportunities are 8X more eager to leave their company.
- ▶ It's more important than ever to give your people the feedback they need to improve and eventually get promoted.
- ▶ Unstructured, unplanned feedback can be more hurtful than helpful.
- ▶ Frame feedback as bridging the gap: Identify where you want the person to be, give them clear guidance on how to get there, and emphasize that you believe they can bridge that gap.
- ▶ People are more receptive to hearing what they need to improve if you first say this: "I'm giving you these comments because I have very high expectations of you, and I'm confident you can reach them."

# And, Finally...

- ▶ Practicing the 5 areas of Emotional Intelligence will help you be a better leader, team member, parent, partner, community member, etc.
- ▶ Even small changes can have a big impact.
- ▶ Be aware of the little voices in your head.



Click on the button below to take the quiz for this session.

**QUIZ**