

# Real Leadership *Insights*

A Monthly Source of Information for Today's Top HR and Business Leaders

April 2020

## This Month's Topic: Emotional Intelligence

### Emotional Intelligence

Stress tolerance, social responsibility, and empathy are all key facets of our Emotional Intelligence. Now more than ever is the time for leaders to be aware of and manage their EQ-i. This quick refresher will help us all be better leaders during COVID-19 and shape what people remember about us when it is over.

Since the book Emotional Intelligence 2.0 by Travis Bradbury was released in 2009, the interest, use, and application of emotional intelligence (EQ-i) has exploded. **Organizations and individuals are tapping into the insights that the EQ-i instrument surfaces and are looking for ways to leverage them to improve performance and be more successful.** We also use the EQ-i assessment in our coaching work and have found it to be an effective "tool in the toolbox" of several ways to help leaders understand themselves and how others experience them.

Increased self-awareness is typically the first "goal" in coaching and the EQ-I assessment gives leaders a unique perspective as to why they may have certain challenges.

#### EQ-I provides data to leaders on how they:

- are perceived and express themselves
- develop and maintain social relationships
- cope with challenges
- use emotional information in an effective, meaningful way

Research shows that EQ-I accounts for 58% of all job performance and 90% of "high performers" also have high EQ. We have found that **by showing leaders their EQ-I scores, it gets them engaged in the development process** and provides language for them to use with their teams and colleagues as they work to improve areas of opportunity; for example, a low Empathy score can give clues into why team building may be a challenge. Even the most skeptical leaders have found "ah-ha" moments in reviewing their reports and have benefitted both professionally and personally from the information that is revealed through the EQ-i.

### Coach's Corner

#### *Real Leadership in Action*

As leadership coaches, we are presented with many opportunities to work with our clients on increasing their emotional intelligence. Recently, we worked with Bonnie, Director of Information Services in a medical technology manufacturing company who was technically competent and highly successful in all her previous roles, yet **she found herself struggling with some of her relationships in this organization.** She was receiving two very different types of feedback - negative feedback from some of her internal clients, her cross-functional partners and her manager but very positive comments from other business partners for her smart insights and professional candor. Unfortunately, the negative was taking over the positive, and Bonnie needed help. Her manager reached out for coaching to get her back on track.

We administered the EQ-I instrument to give Bonnie a sense of her current state. Unlike other assessments, EQ-I provides a snapshot at a fixed point in time for comparison to future measures, as the EQ-I muscle gets developed. We were surprised by some of Bonnie's scores, but she was not. She agreed with the measures, which then allowed us to talk about how the scores factor into how she is perceived by various business groups and how that results in feedback – both positive and negative. **We were able to help Bonnie understand how her response to various types of situations affects other's perceptions.** It was a "light-bulb" moment for Bonnie as she could now more clearly visualize the tie between how her behaviors in certain situations could be adjusted to better fit a desired outcome. Since we started working with Bonnie, she has once again started to thrive in her role and her manager is considering her for a promotion. By embracing her EQ-I data and making tangible changes, she was able to overcome the negative perceptions and leverage the positive ones – **she is a great example of how to build the EQ-I muscle.**

## More on Emotional Intelligence

### Emotional Intelligence: It's a Must-Have for Team Success

For employees today, it's not enough to work well independently. Everyone also needs to be able to work well as part of a team, and to get along so that creativity and efficiency can thrive. Over the past two decades, the time we spend in collaborative activities has increased by 50% or more. Emotional intelligence is a critical component of "getting along" and being a great teammate.

EQ-i, as we will refer to it here, is defined as a set of emotional and social skills that influences the way we perceive and express ourselves, develop and maintain relationships, manage challenges and generally, how we "show up" to others.

A few years back, the World Economic Forum predicted that by 2020, "Emotional intelligence will be one of the 'top 10 must-have skills.'" Now that we are here, it is truer than ever! [<READ MORE>](#)

## About the Authors

Connect The Dots — CTD — is what real leadership is all about. That's because CTD delivers Leadership Solutions that are crafted for the real world, which means your world, your goals, your staff, your leaders, and your — instead of a thousand other companies' — real life leadership needs.

Whether your immediate leadership challenge is [Onboarding](#) an especially prized new hire, or [Coaching](#) a seasoned, vital executive, or giving a [Team](#) the tools and skills to help them become agents of their own improved productivity, CTD's approach is always the same: Which means it's different for every client.



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