



Webinar  
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# What to Know About Emotional Intelligence (EI) in the Workplace



**Don Dressler**  
Founder & Attorney  
CalWorkSafety & HR

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# BEFORE WE BEGIN



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We will do Q&A at the end.



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# Don Dressler

Founder & Attorney

**CALWORKSAFETY & HR**



# Disclaimer

The information in this presentation is intended for informational purposes only and should not be considered legal advice.

You are strongly encouraged to consult your own legal counsel to ensure compliance with applicable law in your specific state, municipality or jurisdiction.



# Why this is important?

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Whether caused by the pandemic, economic challenges, or whatever –

- We are seeing conflicts and emotional problems at many work locations
- Often supervisors and managers try to avoid dealing with these issues, hoping things will improve
- Many of us are not aware of the negative impact in avoiding dealing with emotions and empathy

# Definition

## Emotional Intelligence

your ability to **recognize** and **understand** emotions in yourself and others, and your ability to use this awareness to **manage** your behavior and relationships.

# What's the Difference?

## **INTELLIGENCE QUOTIENT (IQ)**

IQ score is derived from standardized tests designed to measure intelligence. IQ relates to intellectual abilities, like how well you learn, understand, and apply information. People with higher IQs can think abstractly and make mental connections more easily.

## **EMOTIONAL INTELLIGENCE (EI OR EQ)**

EI is using emotions to think and enhance our reasoning. Those with high EI are able to manage their emotions as well as use their emotions to facilitate their thinking and understand the emotions of others.

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# EQ is a Key Part of the Whole Person



Expertise (IQ) - **What** you bring to work.

Personality - **Who** you are at work.

EQ - **How** you make the most of both your expertise and your personality.

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# Why?

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- EI is the strongest predictor of workplace performance.
- **90% of top performers have high emotional intelligence.**
- People with average IQs outperform those with the highest IQs 70% of the time.
- Decades of research now point to EI as being the critical factor that sets star performers apart from the rest of the pack.

**“A leader’s intelligence has to have a strong emotional component. He/she has to have high levels of self-awareness, maturity and self-control.”**

Jack Welch

# *what is* EI?



**Emotional Intelligence (EI) is utilizing your emotions to determine the:**

- right response
- right time
- right person

**Emotional Intelligence (EI) is NOT:**

- just being nice
- suppressing emotions
- giving free rein to emotions
- attempting to be a robot
- being passive

# SUBCONSCIOUS TO CONSCIOUS THOUGHT



## 1. REPTILIAN BRAIN

### WHAT HAPPENS HERE?

- Heart Rate
- Breathing
- Balance
- Compulsive Behavior

## 2. LIMBIC BRAIN

### WHAT HAPPENS HERE?

- Memories of Emotions
- Value Judgments
- 'Gut Feelings'


## 3. NEOCORTEX

### WHAT HAPPENS HERE?

- Language
- Abstract Thought
- Imagination
- Consciousness

- 2. Logical/Conscious Thought
  - slow & effortful
  - future focused
  - not a primary driver of decision making

95% OF DECISIONS MADE HERE.

1. Subconscious Thought
- fast processing
  - emotion driven
  - cares about here & now
- 

NEOCORTEX  
the reason

LIMBIC  
SYSTEM  
emotions

REPTILIAN  
COMPLEX  
instincts

EMOTIONAL INTELLIGENCE  
IS A BALANCE BETWEEN  
THE RATIONAL AND EMOTIONAL BRAIN.

EMOTIONS ARE THE  
DRIVING FORCE BEHIND THE  
DECISION MAKING PROCESS.

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Good News!

## EMOTIONAL INTELLIGENCE CAN BE DEVELOPED!

- People feel before they think and act
- It's possible to change people's responses to feelings
- These changes have a positive impact on individual and team behavior
- New behavior improves job performance

**EMOTIONS → THOUGHTS → BEHAVIOR → PERFORMANCE**

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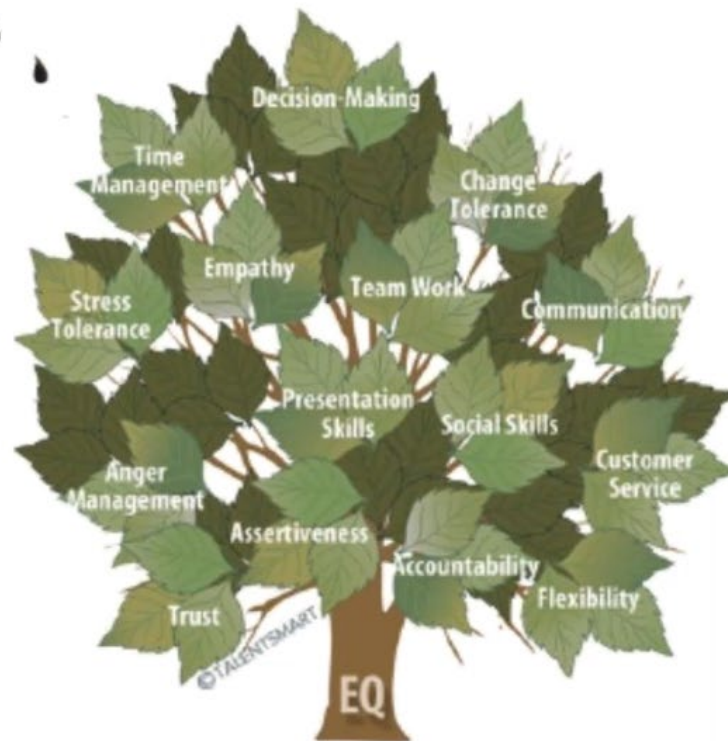
**“IN LEADERSHIP...THE HARD  
STUFF IS EASY...IT’S THE  
SOFT STUFF THAT’S HARD.”**

TOM PETERS





- 90% of top performers are high in EQ
- 20% of bottom performers are high in EQ



*Emotional intelligence is the foundation for critical skills.*

**A little effort grows a lot!**

- Accounts for almost 60% of success at work
- People with high EQ on average make \$29k more per year

# Components of Emotional Intelligence

PERSONAL  
COMPETENCE →

WHAT I SEE  
**SELF-  
AWARENESS**

WHAT I DO  
**SELF-  
MANAGEMENT**

SOCIAL  
COMPETENCE →

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**

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# Self Awareness - Introspective

  
**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

## **SELF-AWARENESS**

THE ABILITY TO RECOGNIZE AND UNDERSTAND YOUR MOODS, EMOTIONS, AND DRIVES, AS WELL AS THEIR EFFECT ON OTHERS.

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**

## **HALLMARKS**

- **SELF CONFIDENCE**
- **REALISTIC SELF-ASSESSMENT**
- **SELF-DEPRECATING SENSE OF HUMOR**

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# INCREASE YOUR SELF-AWARENESS

## EMBRACE FEEDBACK

People struggle to see themselves as others see them. The best way to find out what others see is to ask them. Asking for feedback is easy—hearing it without getting defensive is not.



## DON'T WAIT!

It's much less painful to seek out this information on your own than wait until someone brings it to your attention.



## GOALS?

What are your goals for improving your emotional intelligence?



## SEEK OUT A TRUSTED FRIEND/COLLEAGUE

A “real” feedback discussion is bound to have some difficult moments, so you need to find someone with whom you can work through these moments comfortably.

## ASK QUESTIONS



1. Are there specific situations where, or people with whom, I tend to let my emotions get the best of me?
2. Is there anything I do too much? That is, can I tone down a certain behavior?
3. What holds me back from managing my emotions effectively?

# Self-Awareness Strategy

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- Observe the ripple effect from your emotions
- Visit your values
- Check yourself
- Know who and what pushes your buttons
- Stop and ask yourself *why* you do the things you do
- Seek feedback

# Self-Management - Proactive

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT** 

## **SELF-MANAGEMENT**

THE ABILITY TO CONTROL OR REDIRECT DISRUPTIVE IMPULSES AND MOODS. THE PROPENSITY TO SUSPEND JUDGMENT - TO THINK BEFORE ACTING.

**SOCIAL  
AWARENESS**

**RELATIONSHIP  
MANAGEMENT**

## **HALLMARKS**

- **TRUSTWORTHINESS & INTEGRITY**
- **COMFORT WITH AMBIGUITY**
- **OPENNESS TO CHANGE**

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## SELF-MANAGEMENT TIP

An uncontrolled emotional outburst—even though it may make you feel better temporarily—can do major harm to your relationships. When your relationships are not voluntary, such as with your colleagues at work, minimizing this type of damage is essential to the health and productivity of your relationship.

# Self-Management Strategies

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- Take control of your self-talk
- Count to ten
- Smile and laugh more
- Learn a valuable lesson from everyone you encounter



# Social Awareness - Introspective

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

## **SOCIAL AWARENESS**

THE ABILITY TO UNDERSTAND THE EMOTIONS  
OF THE PEOPLE YOU DEAL WITH.

**SOCIAL  
AWARENESS** 

**RELATIONSHIP  
MANAGEMENT**

### **HALLMARKS**

- **EMPATHY**
- **ORGANIZATIONAL AWARENESS**
- **SERVICE ORIENTATION**

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# INCREASE YOUR SOCIAL AWARENESS

## WALK IN THEIR SHOES



Your ability to recognize and understand others' opinions—and the emotions that come with them—is critical to the quality of your relationships. Put yourself in the other person's shoes. Take the time to really understand his or her point of view, whether you agree with it or not.

## LISTEN



Good listeners don't assume they know or understand a situation before hearing someone out. They listen, look for the facts of the situation and then analyze the emotions surrounding it.

## CUES?



Improve your read on others' emotional cues. Seek out trusted friends or colleagues to help you.



## NONVERBALS!

Always be aware of your nonverbals.

- tone of voice
- facial expressions
- body language
- gestures

## CHECK IN



1. Tell them your perception of what they are going through and see if it is accurate. Don't be afraid to ask the kinds of questions you really can't ask during a typical conversation.
2. Finally, ask them if they were attempting to deliver any unspoken messages. Sometimes people just don't want to say flat out how they feel about something, so they drop hints. If they did, this is a great opportunity to see if you picked up on them.

# Social Awareness Strategies

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- Greet people by name
- Watch body language
- Live in the moment
- Practice the art of listening
- Step into their shoes

# Relation Management - Proactive

**SELF-  
AWARENESS**

**SELF-  
MANAGEMENT**

## **RELATIONSHIP MANAGEMENT**

PROFICIENCY IN MANAGING RELATIONSHIPS AND BUILDING NETWORKS. AN ABILITY TO FIND COMMON GROUND AND BUILD RAPPORT.

**SOCIAL  
AWARENESS**

  
**RELATIONSHIP  
MANAGEMENT**

## **HALLMARKS**

- **EFFECTIVENESS IN LEADING CHANGE**
- **PERSUASIVENESS**
- **SERVICE ORIENTATION**

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## RELATIONSHIP MANAGEMENT TIP

Remember that emotions play a role in every interaction you have with another person, whether you are aware of them or not. Emotions often influence the “back and forth” between two people more than the words being said. The ability to spot emotions in the midst of an interaction, understand their influence, and respond effectively is the essence of relationship management. This can be very hard to do.

- Recognize the emotions (yours and others).
- Recognize your mistake.
- Make a repair by acknowledging your mistake.
- Show empathy and be earnest.

# Relationship Management Strategies

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- Be open and curious
- Ask open ended questions and really listen
- Take feedback well
- Build trust
- Acknowledge the other person's feelings
- Tackle a tough conversation
- Remember the little things that pack a punch



# Increase your EI

Research shows that people improve their EI most when the following conditions are present:



They have a strong motivation to learn or change



They practice new behaviors consistently



They seek feedback on their own behavior

## HOW TO DEVELOP YOUR EI



1. Define who you are
2. Define what you want to be
3. Seek feedback
4. Identify behaviors you want to keep
5. Identify behaviors you want to develop
6. Experiment with new behavior
7. Reflect on the outcome
8. Practice the new behavior



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# Action Plan

1. Pick an EI skill to work on.
2. Pick 3 strategies to begin using for your chosen skill.
3. Choose an EI mentor.
4. Keep the following in mind as you apply:
  - Expect success, not perfection
  - Practice, practice, practice
  - Be patient
5. Measure your progress

**“IN ORDER TO BE SUCCESSFUL  
AND FULFILLED NOWADAYS, YOU  
MUST LEARN TO MAXIMIZE YOUR  
EQ SKILLS, FOR THOSE WHO  
BLEND REASON AND FEELING  
ACHIEVE THE GREATEST RESULTS.”**

Drs. Travis Bradberry and Jean Greaves



# Helpful Questions or Comments

**Emotional Intelligence** is the ability to identify and understand emotions — both your own and others.

- Could you tell me more about that?
- I hear you...
- How do you feel about that?
- Great job!
- I feel this way about that...
- I'm sorry
- Thank you

# Resources

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- *Emotional Intelligence 2.0*
  - Travis Bradberry & Jean Greaves
- [www.talentsmart.com](http://www.talentsmart.com)
- <https://www.talentsmart.com/blog/>

Any Questions?





# THANK YOU!

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