

WHY THIS MATTERS

Neurological research explains sensory inputs always go through the emotional centres of the brain before reaching the frontal cortex where our rational thoughts form. Put simply, we are feeling beings that think. Emotions are the center of memory, which influence behaviours. EQ differentiates top leaders' success.

WHAT IS EQ?

Harvard Business Review defines emotional intelligence as "the ability to accurately perceive your own and other's emotions; to understand the signals that emotions send about relationships; and to manage your own and others emotions." While there are several EQ models, Daniel Goleman identifies four key areas: self-awareness, social-awareness, self-management, and relationship management.

KEYS TO SUCCESS

Developing your EQ is essential to achieving professional success. Research continues to show the most effective leaders have a high EQ. The best part of emotional intelligence that it is like a muscle. It can be strengthened and improved through practice.



Develop Self-Reflective Practices

Observe and reflect on your emotions. What do you feel and why?

- Reflect on your thoughts and feelings before, during, and after social interactions
- Reflect on and challenge your assumptions



Use Assertive Communication

Practice communicating your opinions and needs in a direct way while still respecting others.

- Adopt a positive attitude and mindset
- Pay attention to your emotions and intentions



Respond Not React

Stay calm and avoid emotional outbursts

- Develop an awareness of your emotional triggers
- Delay difficult conversations until you have reflected/calmed your emotions.



Listen Actively

Listen to understand, rather than to reply.

- Suspend judgment and check in with your emotions
- Be curious
- Avoid formulating your response while others are speaking
- Leverage silence



Practice Empathy

Using empathy shows emotional strength, by relating to others at a human level.

- Label / name the emotions that are present
- Show respect
- Accept the other person's interpretation even if you disagree

HOW TO INCREASE YOUR EQ

1. Start with your Self-Awareness | Foundational to improving your EQ is increasing your self-awareness. Regulating your emotions depends on first being aware of them. Self-awareness is an ongoing process and improves with practice. Develop a habit of asking yourself questions like: How are my emotions influencing my behaviour? Are my emotions really connected to something deeper? What assumptions, attitudes, beliefs, or values are underpinning my response?

2. Become more Socially Aware | As you increase your self-awareness, you are ready and able to tune yourself into the others' perspectives. As a leader, this skill is particularly important in managing the emotions in a group setting. If you are able to pause your natural reactions to situations and consider other people's perspective (practice empathy), imagine what others are thinking and feeling. This will allow you to have a better understanding of how they formed their opinions and help you develop a greater organizational awareness. By understanding views that are different from your own, will enable you to reflect on and challenge your own assumptions.

3. Practice Emotional Management | The more you develop your self-awareness and are able to recognize your own and others', the more you will be able to strategically manage them. Slow down and take time to process how emotions are affecting the situation. Use physical activity to distract from intense emotions and give your subconscious an opportunity to work. As a leader, re-frame experiences to include other's perspectives before making a decision. Decide if you can take more time to respond or if an immediate reaction is required. Practice one improvement at a time and seek feedback. Be open with how you are feeling to model emotional intelligence for your team and to allow them the space to develop their own EQ.

SHARE KNOWLEDGE

Working in a hybrid environment may be new for many people, and it will take time to learn how to best facilitate healthy and productive practices. You are not alone in this transition to a hybrid work environment. Some of us have more experience leading hybrid teams than others. We encourage you to talk openly about your successes and challenges. Share your ideas, tips, and tools with your colleagues. Be curious - ask questions and seek support.

WANT TO LEARN MORE?

Human Resources, Health, Safety and Environment (HRHSE) offers a range of options for you to learn more about setting expectations, like team norms and ground rules, and holding your team accountable to them. We also offer extensive workshops and programs focused on leadership development.

Learn more about our leadership and professional development programming on the [HRHSE website](#).

RESOURCES & REFERENCES

Managing a hybrid work environment does not mean learning a new skill set. It does mean being more intentional with the best management and leadership practices you are already using, including methods to improve your emotional intelligence. Improving your emotional intelligence has many benefits including reduced stress, improved mental health, stronger relationships, and more productivity.

Below are a few resources to sharpen your leadership competencies around emotional intelligence:

Articles

- Dollard, Christopher. "Emotional Intelligence is Key to Successful Leadership." The Gottman Institute. 19 July 2018
- Ovans, Andrea. "How Emotional Intelligence Became a Key Leadership Skill." *Harvard Business Review*. 2015 April 28.
- Katzenback, Jon, et al. "The Power of Feelings at Work." *Strategy and Business*. 14 September 2020.
- Feldman, David, PhD. "Building Emotional Intelligence Isn't as Hard as You Think" *Psychology Today* 20291 November 8.
- Neale, Palena. "Emotional Intelligence: Why We Need It Now, More Than Ever." *Forbes*. Dec 2020
- Askey, Jennifer. *Emotional Intelligence Blog Series: Emotional Intelligence | First Pillar of Emotional Intelligence: Self-Awareness | Second Pillar of Emotional Intelligence: Self-management | Third Pillar of Emotional Intelligence: Social Awareness | Fourth Pillar of Emotional Intelligence: Relationship Management*

Videos

- MindTools. "Developing Emotional Intelligence." (4 min.)
- Miller, Kelly. "15 most Valuable Emotional Intelligence TED Talks on YouTube." *Positive Psychology*. Retrieved 5 November 2021.
- Goleman, Daniel. "The Art of Managing Emotions." *Ted video*, 8:45. Mar. 2012

Books

- Harvard Business Review. *HBR Guide On Emotional Intelligence* Harvard Business Review Guides. 2015.
- Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam. 2006.
- Goleman, Daniel. *Working with Emotional Intelligence*. 2000
- Bradberry, Travis et. al. *Emotional Intelligence 2.0*. Talent Smart. 2009
- Stein, Steven & Book, Howard. *The EQ Edge: Emotional Intelligence and Your Success*. John Wiley & Sons. 2006.

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