Emotional Intelligence
Leading Hybrid Teams Tip Sheet

**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 are 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.

<table>
<thead>
<tr>
<th>Develop Self-Reflective Practices</th>
<th>Use Assertive Communication</th>
<th>Respond Not React</th>
<th>Listen Actively</th>
<th>Practice Empathy</th>
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</thead>
<tbody>
<tr>
<td>Observe and reflect on your emotions. What do you feel and why?</td>
<td>Practice communicating your opinions and needs in a direct way while still respecting others.</td>
<td>Stay calm and avoid emotional outbursts</td>
<td>Listen to understand, rather than to reply.</td>
<td>Using empathy shows emotional strength, by relating to others at a human level.</td>
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<tr>
<td>-Reflect on your thoughts and feelings before, during, and after social interactions</td>
<td>-Develop an awareness of your emotional triggers</td>
<td>-Suspend judgment and check in with your emotions</td>
<td>-Label / name the emotions that are present</td>
<td>-Show respect</td>
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<td>-Reflect on and challenge your assumptions</td>
<td>-Delay difficult conversations until you have reflected/calmed your emotions.</td>
<td>-Be curious</td>
<td>Accept the other person’s interpretation even if you disagree</td>
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<td>-Avoid formulating your response while others are speaking</td>
<td>-Leverage silence</td>
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**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.
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


Feldman, David, PhD. "Building Emotional Intelligence Isn’t as Hard as You Think” Psychology Today 20291 November 8.


**Videos**

MindTools. "Developing Emotional Intelligence." (4 min.)


**Books**


Goleman, Daniel. Working with Emotional Intelligence. 2000

Bradberry, Travis et. al. Emotional Intelligence 2.0. Talent Smart. 2009


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Human Resources, Health, Safety + Environment