

# EMOTION AT WORK

TEAM  
March 14,  
2019





# Why am I passionate about EQ?

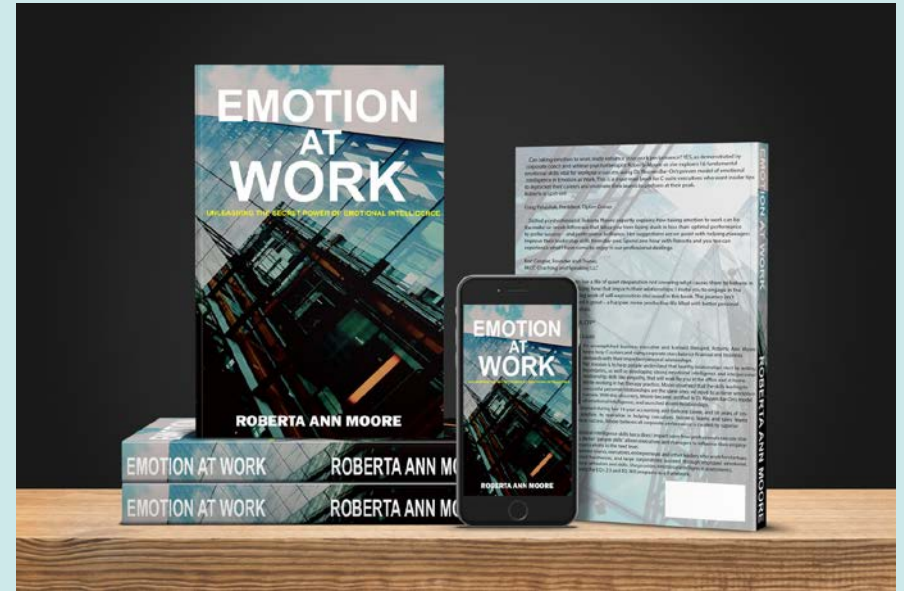
- I've been personally transformed through the application of EQ
- I know it can help you too





# Who Am I?

- Licensed Psychotherapist & Executive Coach with nearly four decades experience in professional services
- Certified in Emotional Intelligence through Multi-Health Systems, Inc.
- Founder of EQ-*i* Coach
- Author of *Emotion at Work*



# What Do I Do?

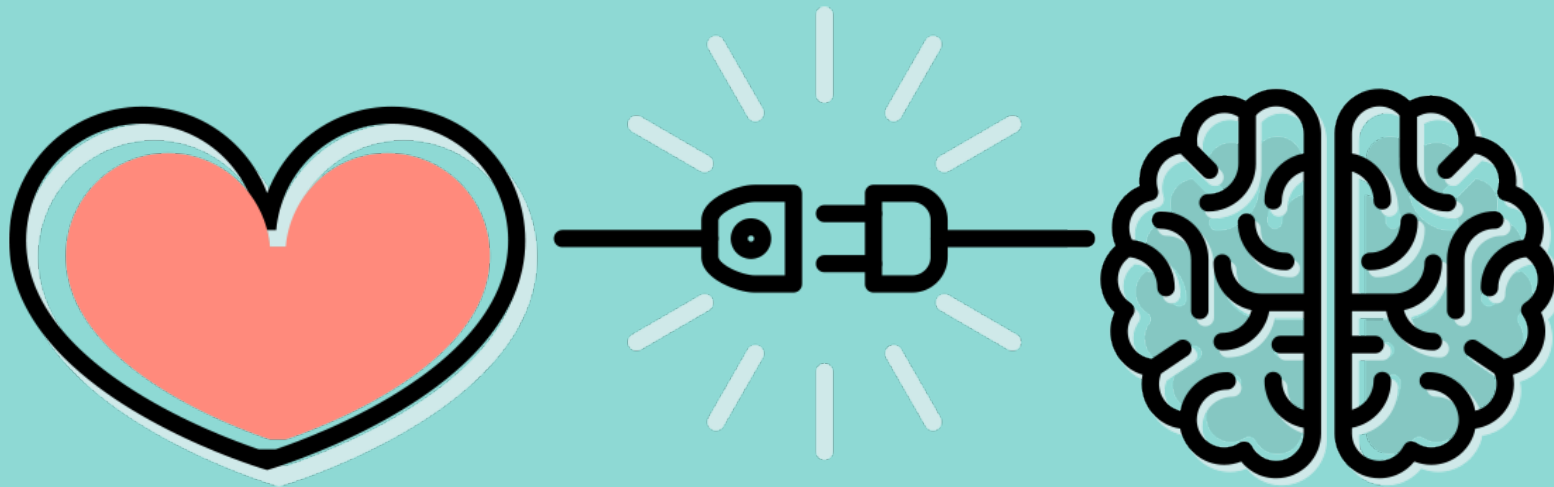
- Help executives and teams become more productive, more profitable, and more personally fulfilled through the application of **emotional intelligence (EQ)**
- Transformations occur through 1:1 or team coaching, assessments and audits, and workshops





# More Than a Corporate Buzz Word

- Who has heard of EQ?
- Read about EQ?
- Attended an EQ workshop?
- Has an Executive Coach who helps you develop EQ?



“90% of top performers  
have high **emotional  
intelligence.**”

- Time Magazine





# Why should you be passionate about EQ?

- Enhanced revenue
- Enhanced relationships
- Enhanced quality of life



# What is EQ?





# Credible EQ Models

- Daniel Goleman
- Peter Salovey and John Mayer (Yale)
- The MSCEIT
- The EQ-i 2.0 by Dr. Reuven Bar-On







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# Motere (Latin): “TO MOVE”

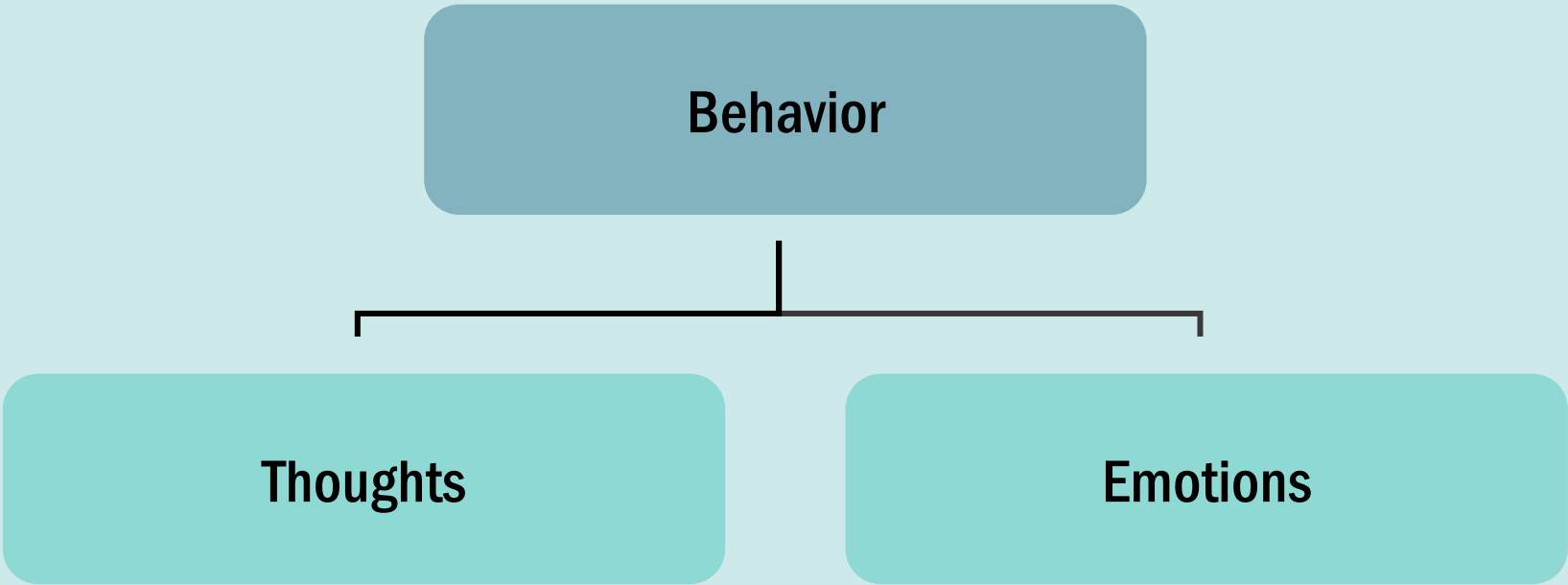
Root word for “emotion” & “motivation”





# Change Management

The Building Blocks of Behavior: In order to change behavior, you must change thoughts and emotions





# Write Down:

- Your top Goal/Dream for 2019
- What it means to you
- What emotion you have about it?
- How one emotion can help you accomplish it?





# What Happens When Your Flight is Delayed?

- Who behaves calmly?
- Who gets upset?
- What effect does this behavior have?



# Leading Others is the Other Half of Mastering EQ

- Do you see emotions among your co-workers?
- What do you see?
- When you have seen emotion facilitate performance?
- When has it impaired performance?





# If Leaders Push Toward Range of Enthusiasm:

- Performance can soar
- Happy, playful, productive culture
- People feel acknowledged and confident





# If Leaders Push Toward Range of Upset & Anxiety:

- People can be thrown off stride
- Performance can tank through de-motivation
- Anxiety is only positively motivating to a point







# Our Culture Worships Intellect

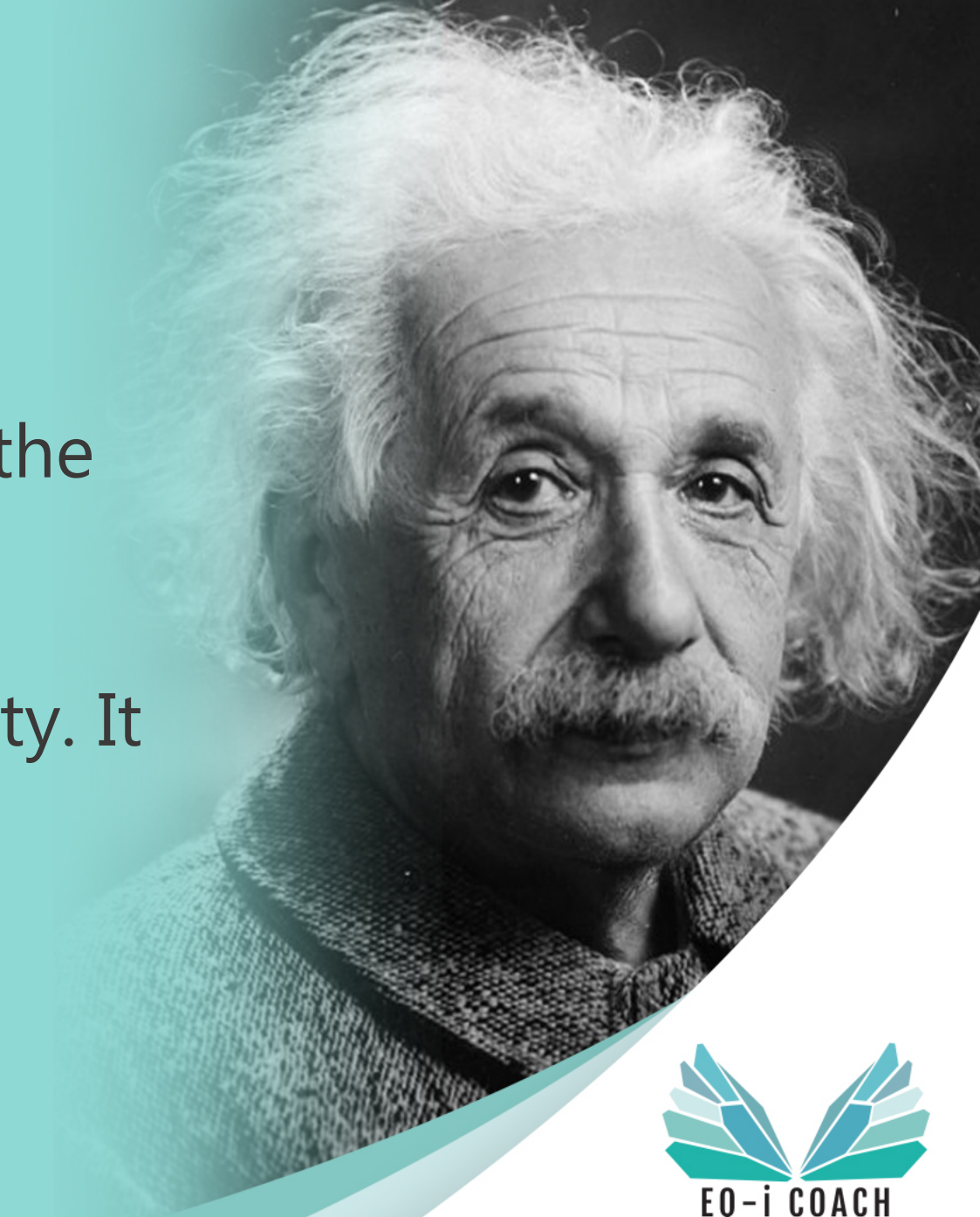
- “I think; therefore I am.” - **Des Cartes**
- Voltaire’s Age of Reason
- Stoics ignore feelings
- Today’s schools & employers value logic





# Einstein Thought Differently

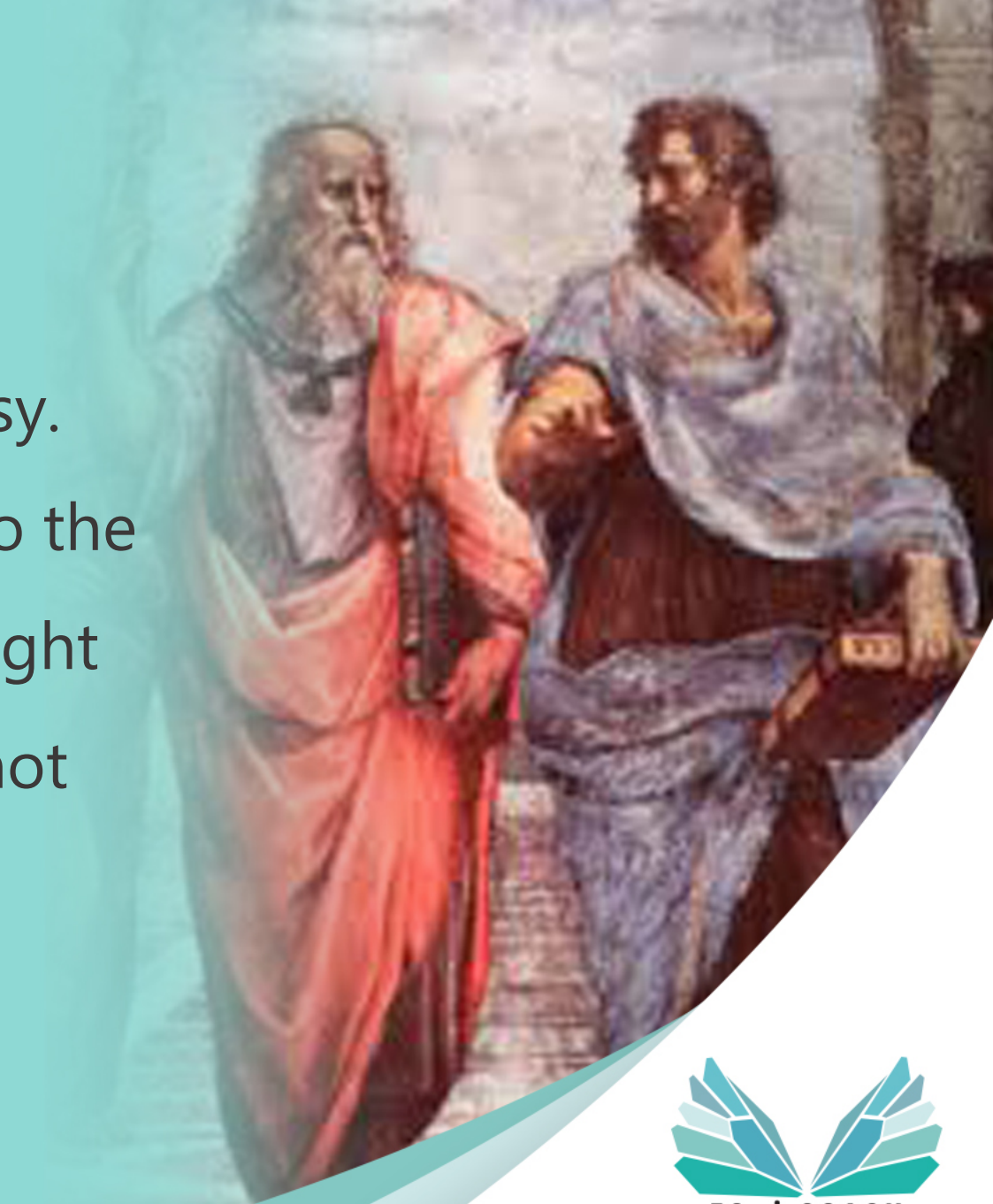
"We should take care not to make the intellect our god. It has, of course, powerful muscles, but no personality. It cannot lead, it can only serve."





# Father of Emotional Intelligence

“Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.” - **Aristotle**





# Expanding on EQ

EQ is the ability to monitor your own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior.





EQ is the single biggest predictor of performance in the workplace and the strongest driver of leadership and personal excellence!



# The Business Case for EQ



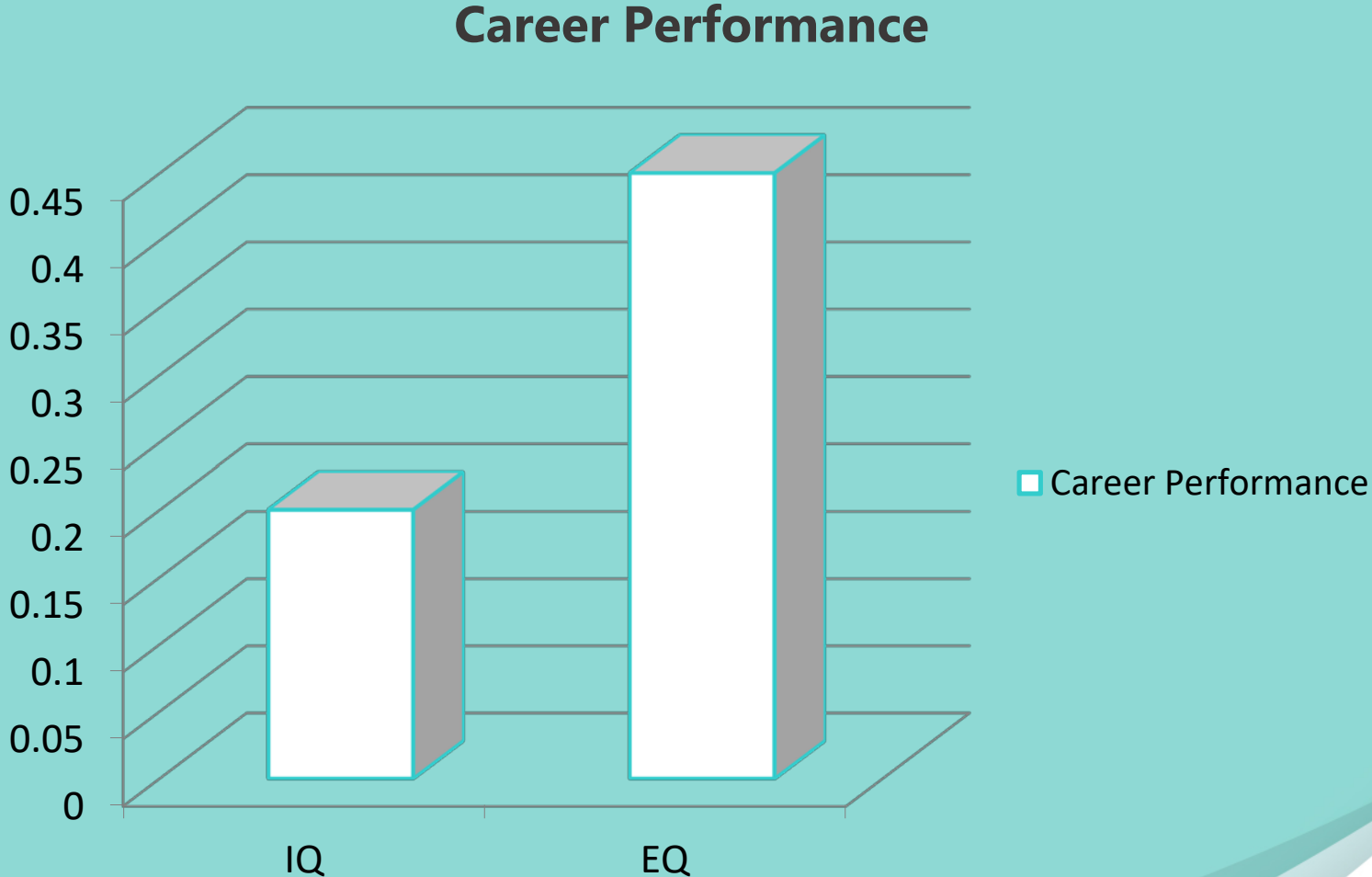


**IQ = SUCCESS**





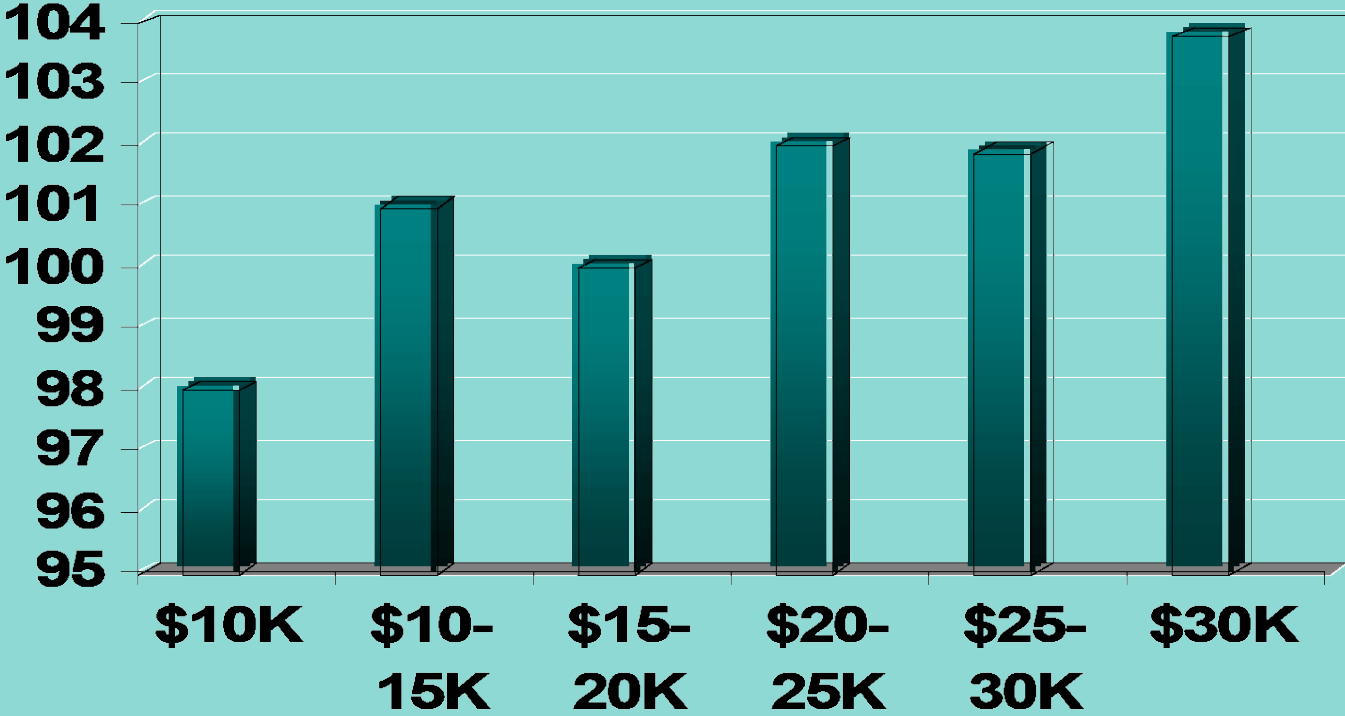
# EQ Plays a Bigger Role in Career Success than IQ







# High EQ and High Income are Correlated





# Examples of Corporate EQ Success

- Citibank
- Capital One
- FedEx
- UPS
- Merrill Lynch
- Boeing
- Regions Bank
- Metropolitan Life
- Northwestern Mutual
- Corrugated Container Corporation
- Health Plus of Michigan
- Federal Aviation Administration
- Bank of America
- Wells Fargo





# Study of 121 Fortune 500 Companies

Competency Models

**33%** of items relate to technical skills

**67%** of items relate to EQ skills





# Bottom Line

- Study of Executives and Professionals
- Best (top 1% in EQ) vs. Average Leaders
- Top performers added **127% more value** to the bottom line



# Leadership and EQ





**What are some traits of good leaders?**





# What are some traits of good leaders?

## Good Leaders Are...

- Competent
- Intelligent
- Honest
- Forward Looking
- Inspiring
- Fair-minded
- Broad-minded
- Supportive
- Straightforward
- Dependable





# Star Leaders Are Superior In...

- One intellectual skill (big picture)
- Six emotional skills:
- Self-Confidence
- Organizational Awareness
- Ability to Influence Others
- Team Leadership
- Drive to Achieve
- Leadership Skills





# A Leader's Task in the Modern Organization

- Drive collective emotions in a positive direction
- Be the person people turn to for assurance and clarity
- Provide supportive emotional connection
- Be empathetic





## Partner Share:

- Think of a past boss who was a good leader: what skills made them so good?
- Think of a past boss who was a bad leader: what skills did they lack?

# Top EQ Skills for 76 Superstar CEOs

## Study by Dr. Steven Stein

- Empathy
- Self-Regard
- Assertiveness





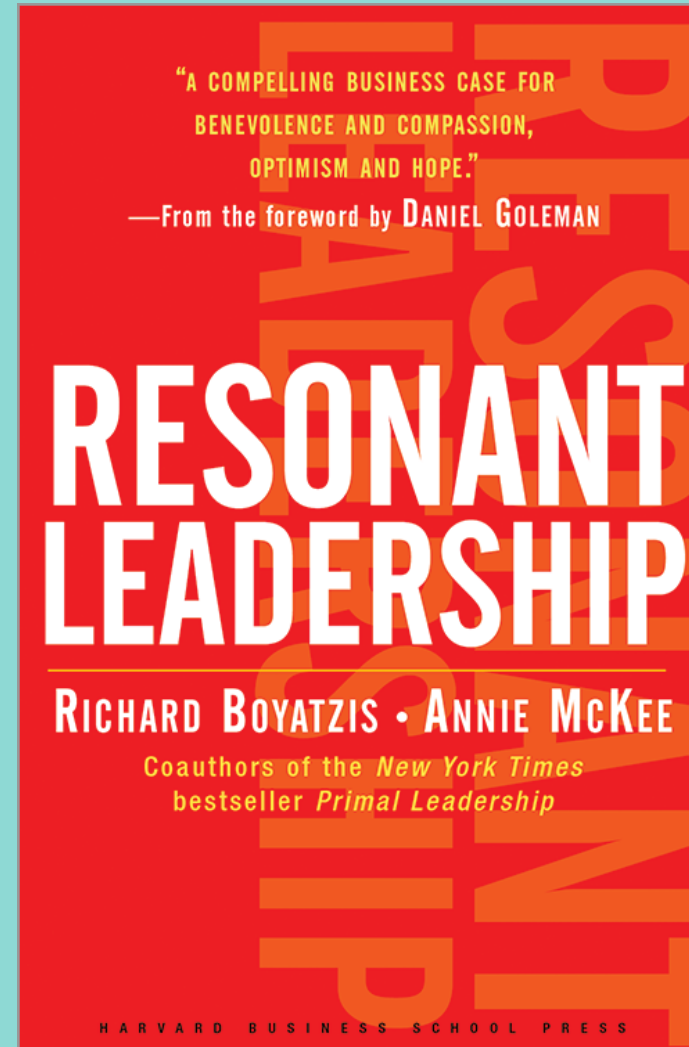
# Derailed Executive Careers: Center for Creative Leadership Study

- Inadequate team skills
- Poor interpersonal relationships
- Inflexibility – handles change poorly



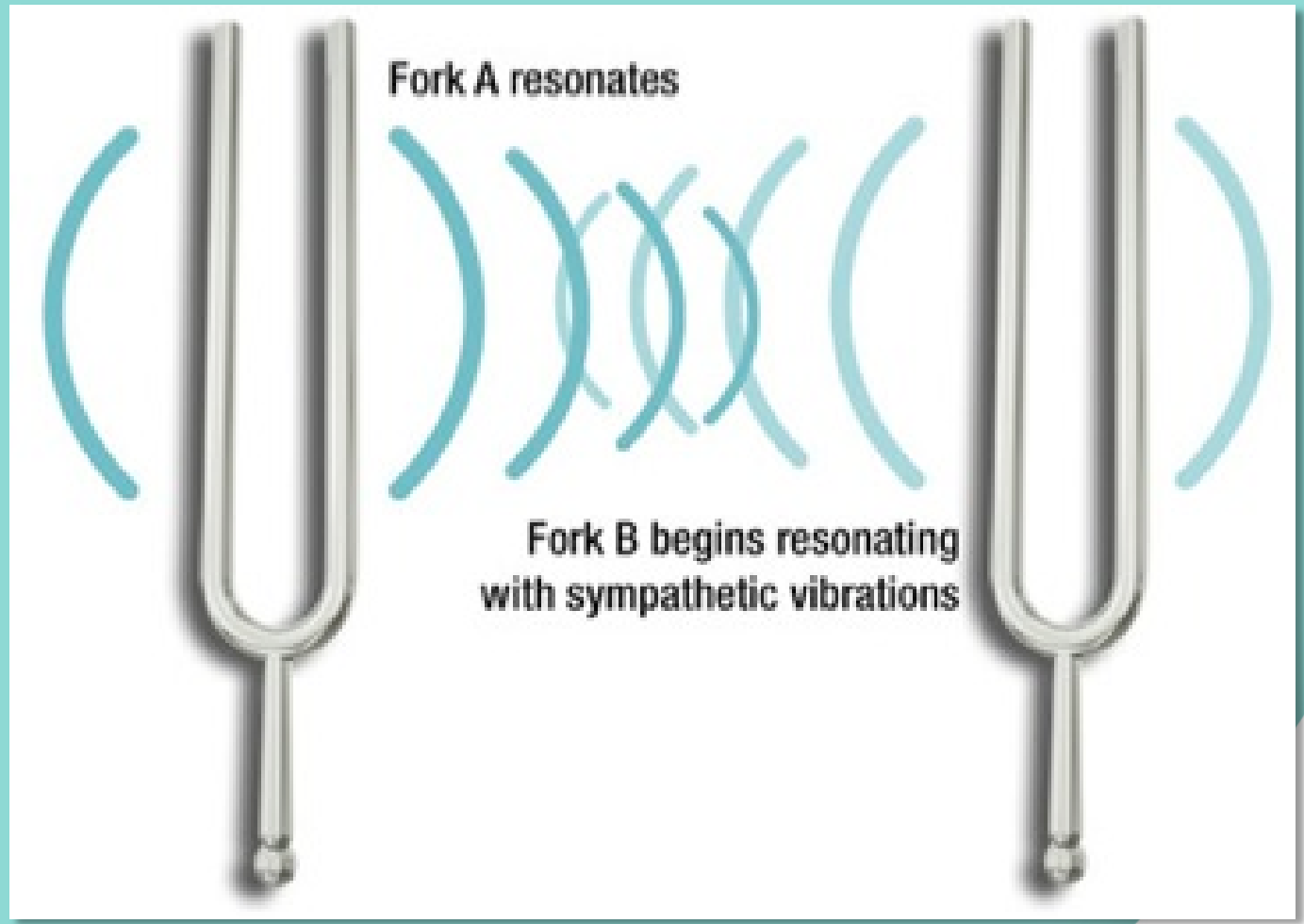


# Leaders' Primordial Role: Power to Sway Emotions





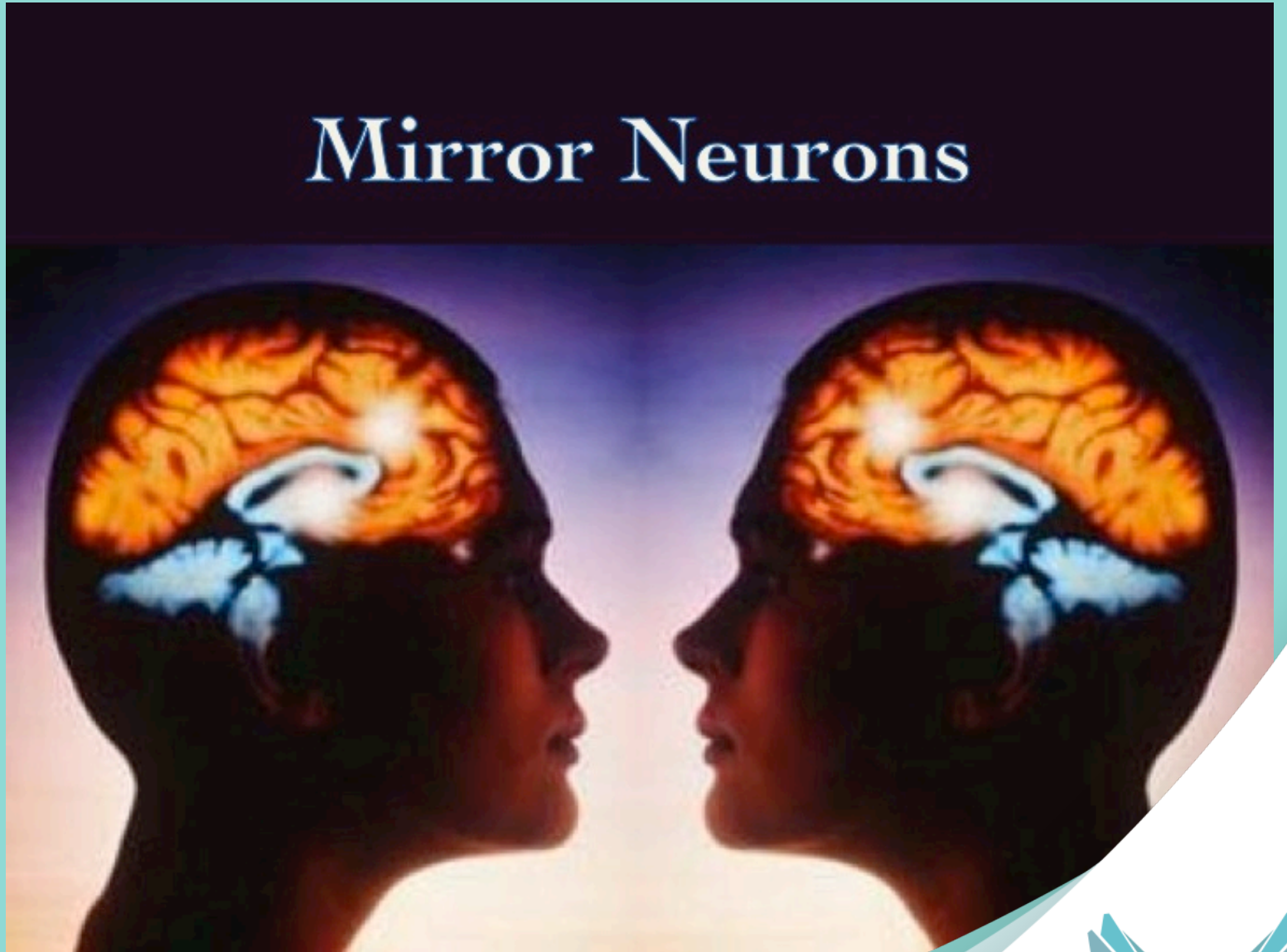
**Resonance: When leaders drive emotions positively and bring out team's best**





# Mirror Neurons

Emotions  
Are Contagious



**When 3 people are together,  
the one most emotionally  
expressive transmits his or  
her mood to the others.**







**Emotional Expression: When lively leaders express enthusiasm, others will feel that contagious passion.**



**Self-Expression: Facial expression, tone of voice, and hand gestures all convey emotion.**





# Leadership and EQ

## Leaders Who Understand Themselves:

- Communicate better
- Recognize how their feelings affect themselves and their job performance





# Self-Awareness Fosters Empathy

- Leaders oblivious to their own feelings usually are tuned out to how others feel.



**Why do most people quit?**



**Why do most people quit?**





**Which Mood Are  
You Transmitting?  
Happy Leader?  
Angry Leader?**



Who Do You  
Want to Be?  
Fairy  
Godmother?  
Enemy?





# The EQ-i 2.0 Model



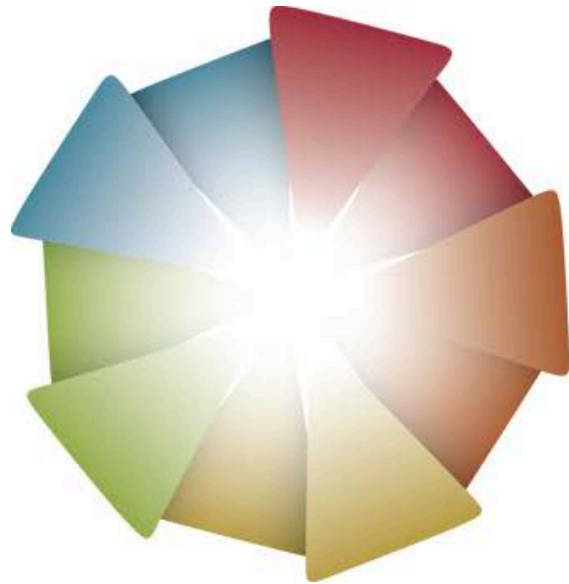


# Reuven Bar-On Studied Success/Happiness





# The Bar-On Model of EQ: The Most Scientifically Robust Model



**EQ-i** 2.0<sup>®</sup>  
assess. predict. perform.



# What is the EQi 2.0 Model?

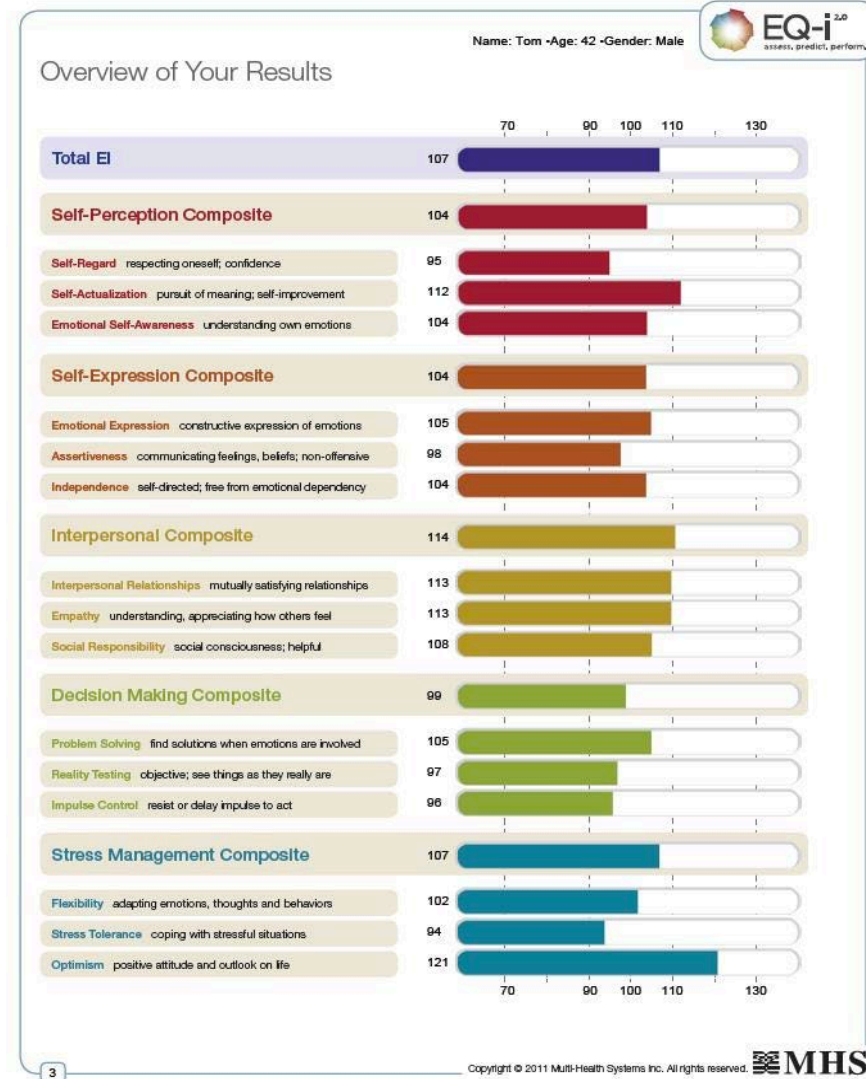
- Divided into 5 scales
- Each scale has 3 subscales
- One extra composite for well-being
- Total of 16 skills
- Learnable for anyone at any age
- Each group described in behaviorally specific terms: low versus high score on scale



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Based on the Bar-On EQ-i model by Reuven Bar-On, copyright 1997.



# Proficiency & Balance in Skills Measures EQ



# Results of EQ-i 2.0

## Your report includes:

- Impact of each component on your work and social functioning
- Strategies to further develop your emotional intelligence
- Development plan template to help you make your commitment real

**Overall Result**

+

**Individual results for each of the 15 components**

+

**Feedback on what they mean**





# Why is EQ-i 2.0 Important?

## It can be used for...

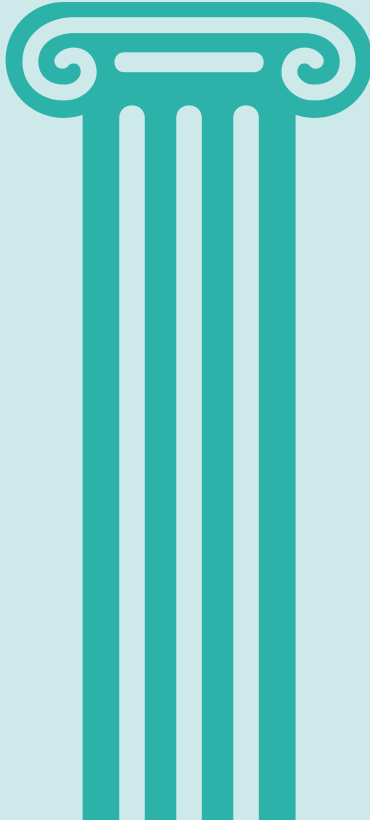
- Selection
- Self-awareness
- Succession planning
- Leadership development
- Executive coaching
- Team effectiveness



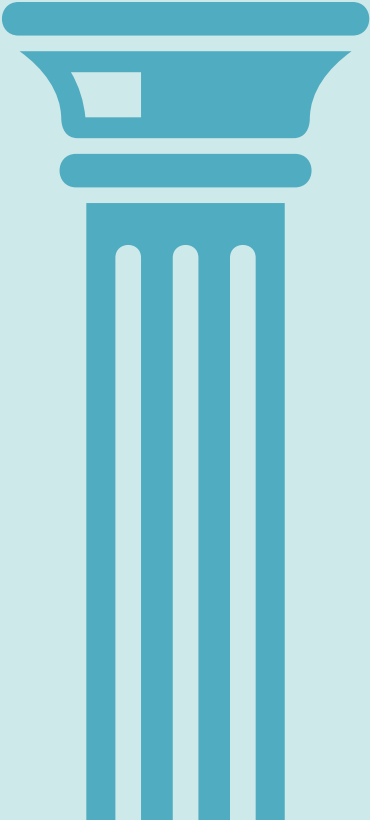


# Pillars of Leadership

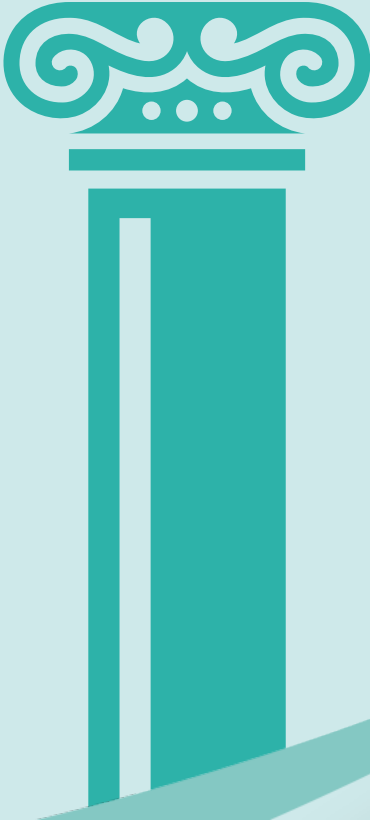
**Authenticity**



**Coaching**



**Innovation**



**Insight**

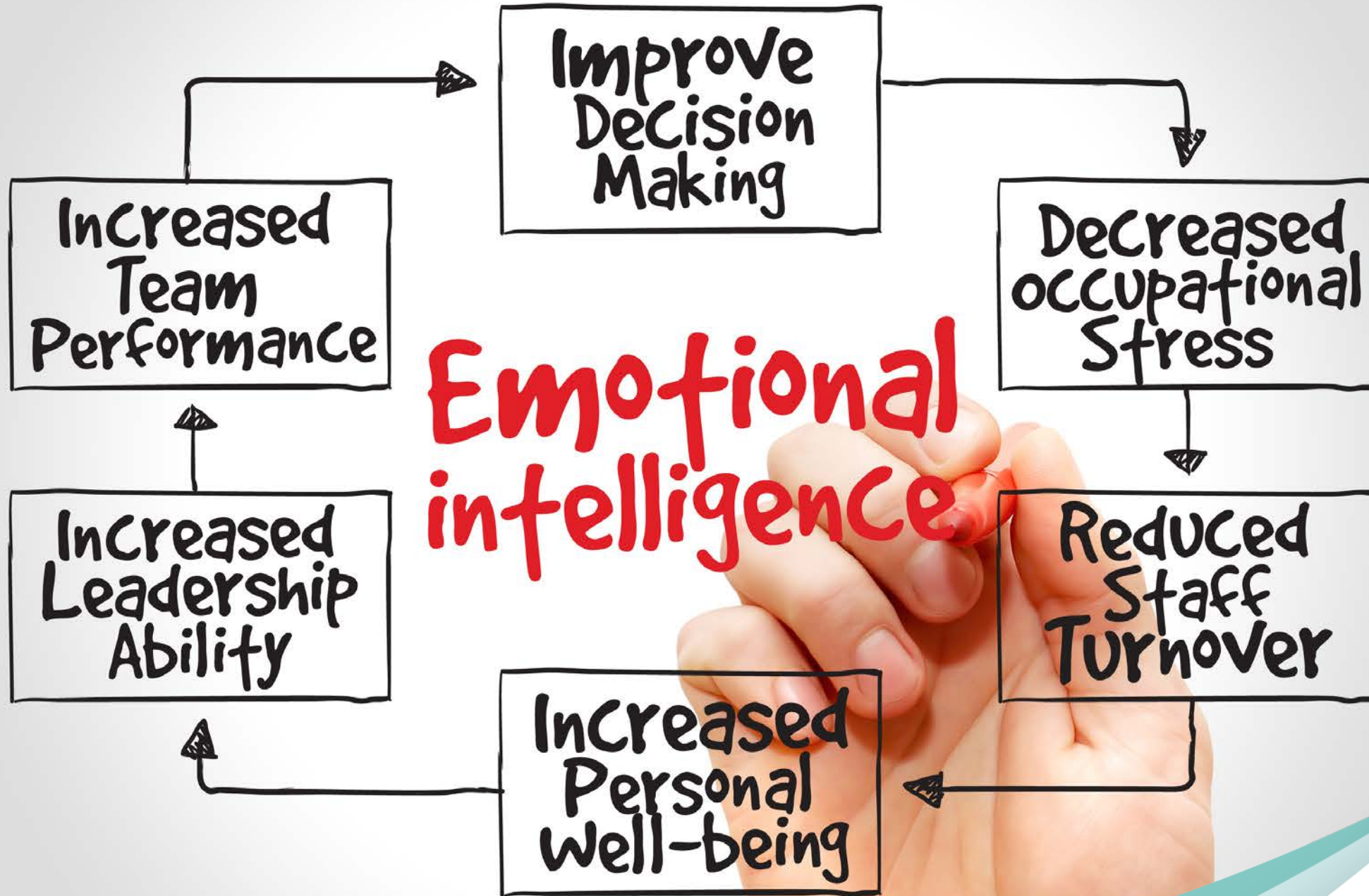






# Measure Risk for Leadership Derailment

- Impulse Control
- Stress Tolerance
- Problem Solving
- Independence





# EQ: A Collection of Skills

## It can be used to...

- Recognize what others want and need
- Sense what you want and need
- Dovetail our wants/needs with others'
- Stay calm under pressure
- Act so others like to be around us





# PARTNER SHARE

## **Think of Someone:**

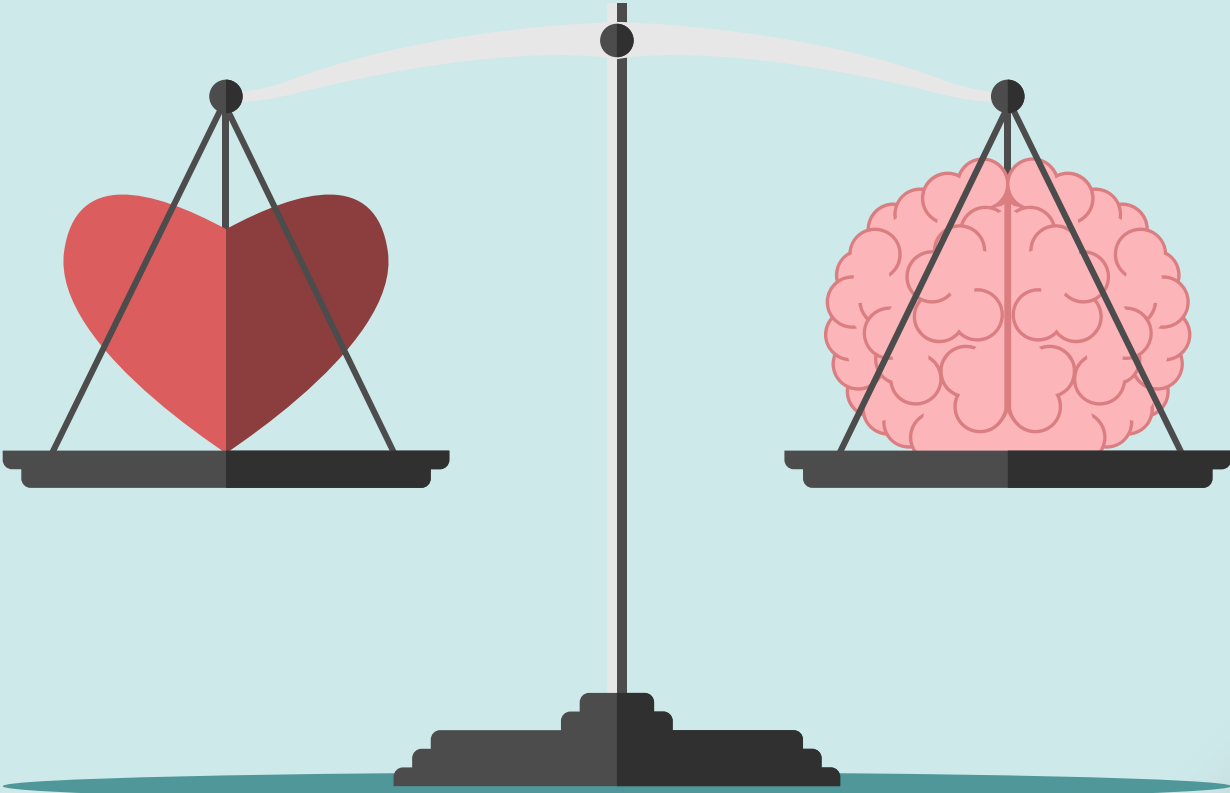
- You like to be around?
- Why do you like to be around them?





# EQ = Logic + Emotion

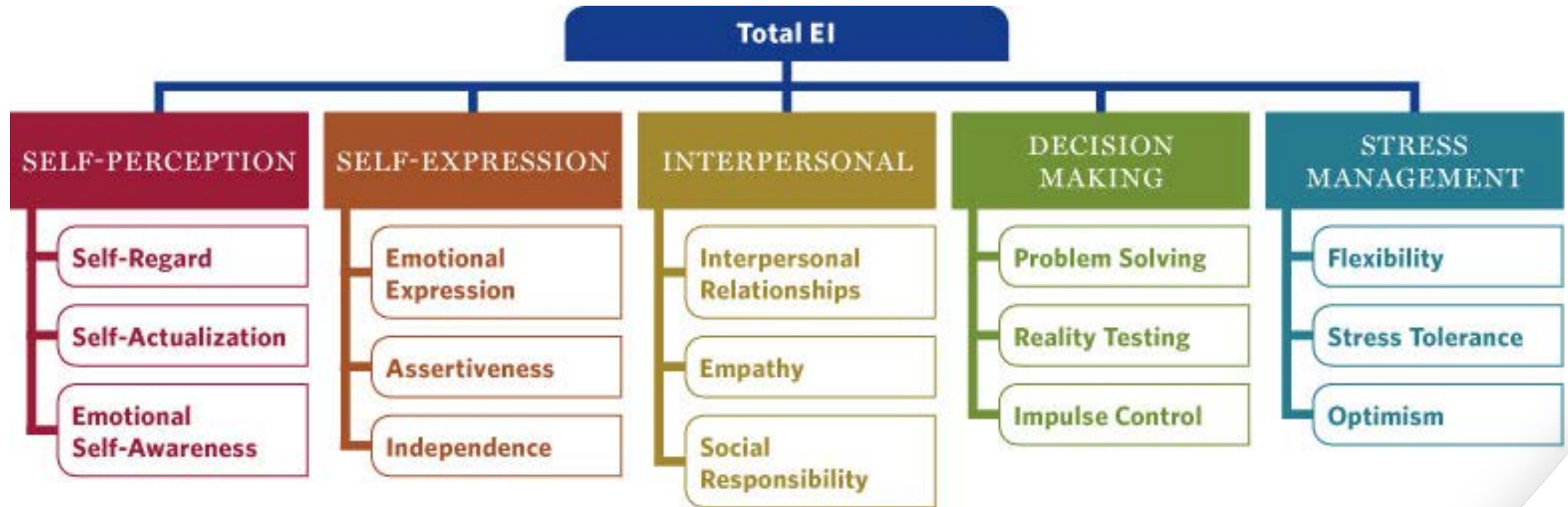
- Pure emotion disorganizes
- Pure logic has no heart



# Composites & Skills



# The Bar-On Model of EQ



# Engineers

- Self-Actualization
- Optimism
- Happiness
- Interpersonal Relationships
- Empathy







# Self-Perception Composite

- **Self-Regard:** to respect and accept yourself as basically good
- **Self-Actualization:** to realize your potential capabilities
- **Emotional Self Awareness:** to recognize your feelings accurately





# Self-Perception

## **Self-Regard:**

Ability to respect and accept yourself just the way that you are



# Self-Perception

## Self-Actualization:

Ability to develop ourselves through learning, growth, development.

Drive



# Self-Perception

Emotional Self-Awareness:  
Ability to recognize that we are responding  
with an emotion and accurately label that  
emotion



# Interpersonal Composite

## Interpersonal Relationships:

Ability to form positive interpersonal relationships, ones that feel good to both parties.



# Interpersonal Composite

## **Empathy:**

Ability to read others well and care about their feelings



# Empathy vs. Sympathy

## **Sympathy**

- Pity
- Agreement

## **Empathy**

- Accurately read another's feelings
- Those feelings are important to us



# Stress Management

## **Optimism:**

Ability to see a bright future; resiliency







# Happiness/Well-Being Indicator

- **Happiness:** the ability to feel satisfied with your life, enjoy yourself and others, and to have fun
- **Focus on the present**
- **Factored In:** Self-Regard, Optimism, Interpersonal Relationships, and Self-Actualization



# Partner Share

- Self-Regard
  - Self-Actualization
  - Optimism
  - Happiness
  - Interpersonal Relationships
  - Empathy
1. **What do you do well?**
  2. **Need to improve?**



# EQ Toolkits for Leaders





# The ABCDE Method

- Way to identify and change irrational thought patterns
- Irrational thoughts feed out-of-control emotions
- Irrational thought plus excessive emotion is a low EQ strategy
- Going through an ABCDE analysis will help you think more effectively/lower your emotion to a more manageable intensity





**Learning EQ starts early.**





**As children, we make up stories to explain the world around us...but they are not accurate.**





**Left alone, these stories still govern our behavior in ways we are not aware of.**





# We all have irrational beliefs.

Does tied up at work mean being tied to a chair?

Do you have to work 110 hours a week to be successful?





# How do we develop irrational thoughts?

- Parents and other authority figures as children
- Traumatic experiences that leave emotional residue as adults
- Irrational company cultures
- General society





**EVENT**



**FEELING**





## EVENT

**Fire Alarm**



## INTERPRETATION

**FIRE  
DANGER!**



## FEELING

**Fear**



## EVENT

Fire Alarm



## INTERPRETATION

Test

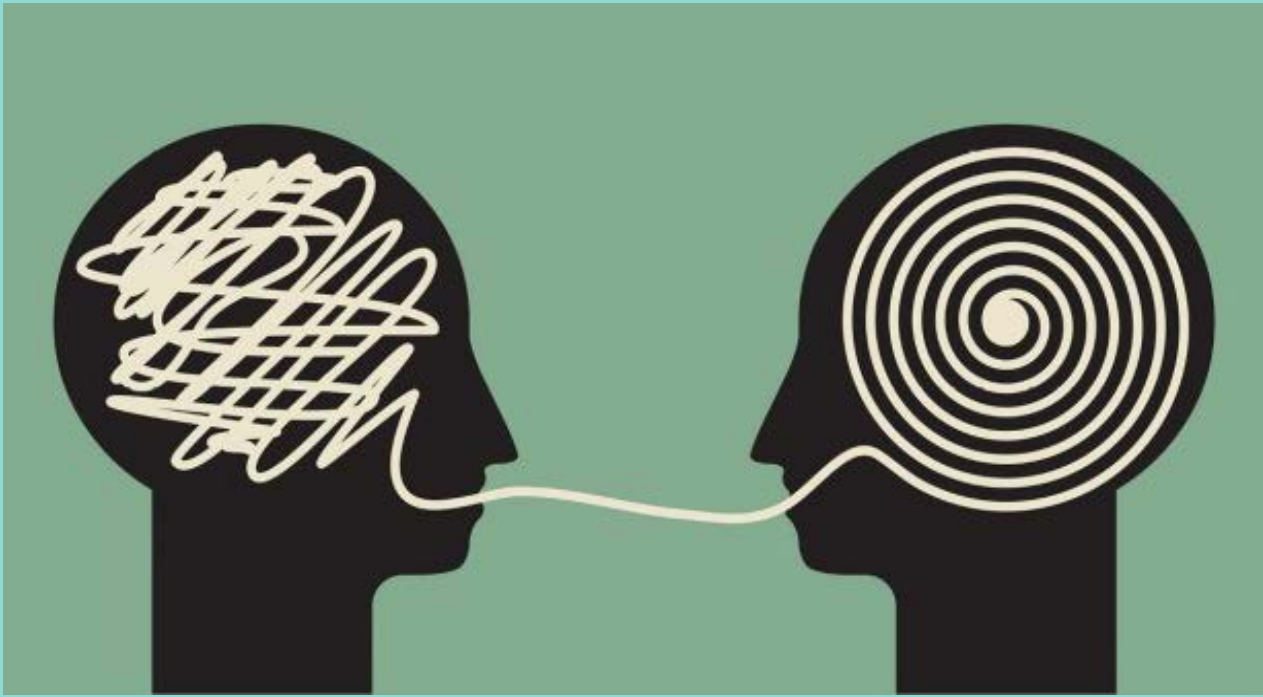


## FEELING

~~Hear~~

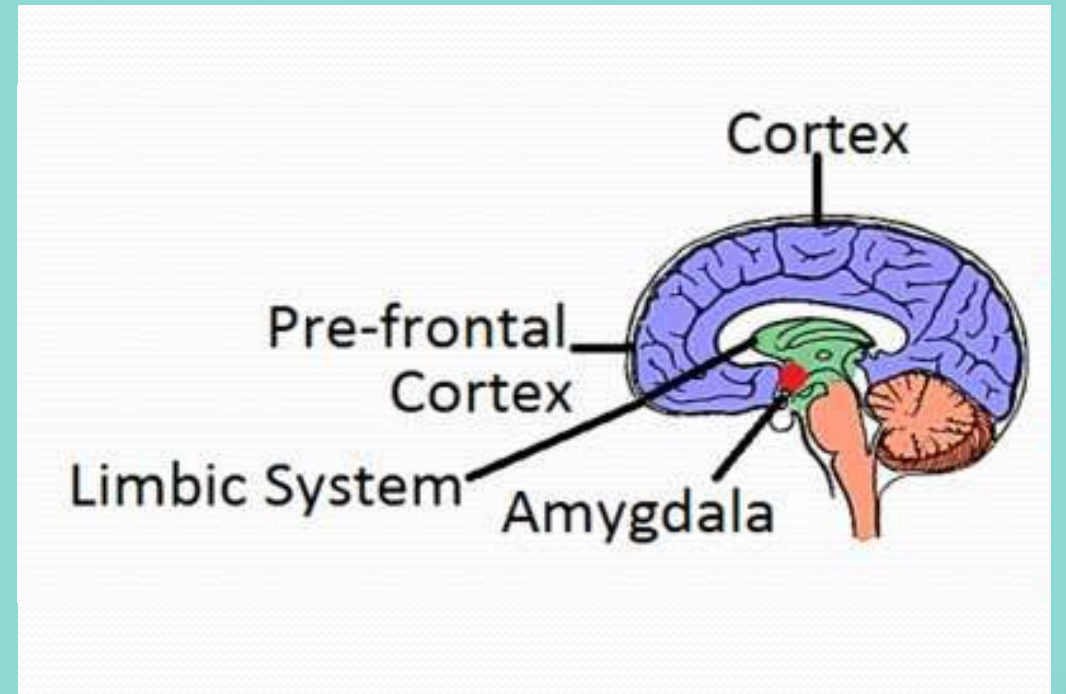


# Our Interpretation of Events = Our Emotions



# Tool: Brain Structure

- Limbic System (emotions)
- Amygdala (threat center)
- Cortex (logic center)
- Pre-frontal Cortex (EQ center)





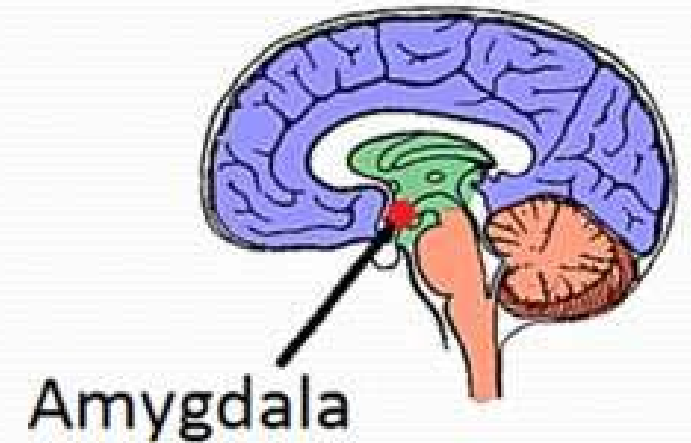
# Limbic System: Set of Emotions

- Evolved early
- Decides what we attend to
- Reacts before we think
- Emotions help us perform



# Amygdala: Protector & Destroyer

- Looks for threats
- Flight or fight response
- Essential to survival—gene pool
- Manipulated by media and politicians







# Reptile Brain Error Patterns

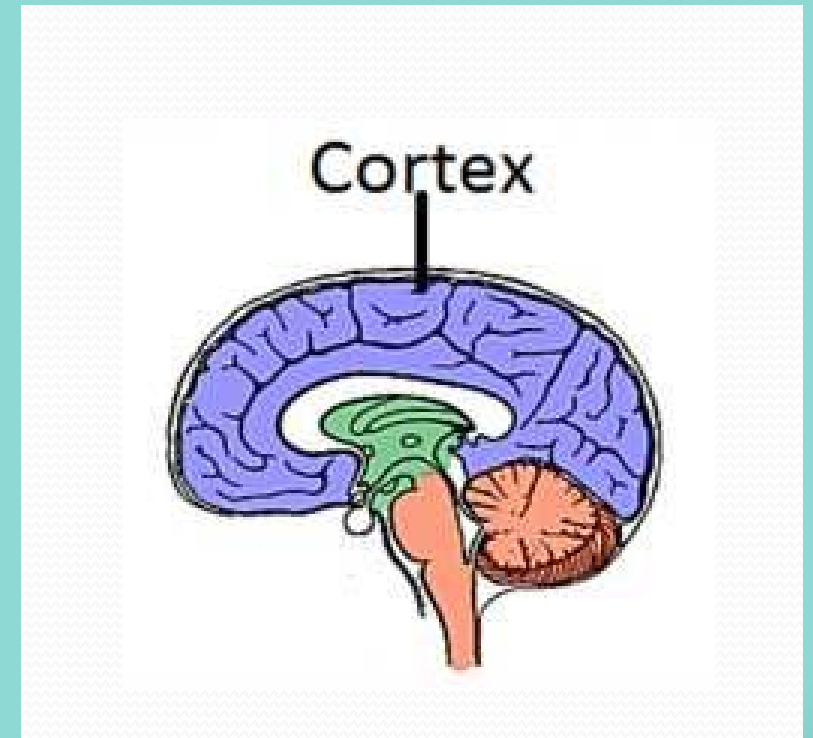
- Sacrifices accuracy for speed
- Can't tell the difference between a real physical threat (rattlesnakes) and an emotional threat (shame)





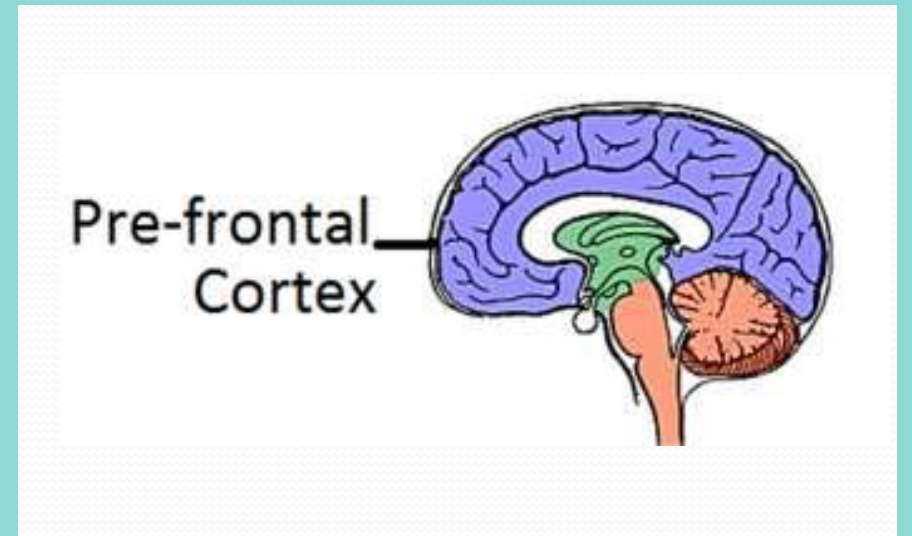
# Cortex: Logic Center

- Tasks like math, engineering, programming
- We like to believe this is where we make our decisions



# Pre-frontal Cortex: Source of Hope for Humanity

- Integrates logic and emotion
- EQ = intelligent use of emotions





# Gain Conscious Control Over Your Thinking

- A = Activating Event
- B = Belief
- C = Consequence
- D = Debate and Dispute  
(the belief)
- E = Emotional Effect (of  
debate and dispute)

Understanding this sequence of events may surprise you and change the way you think.

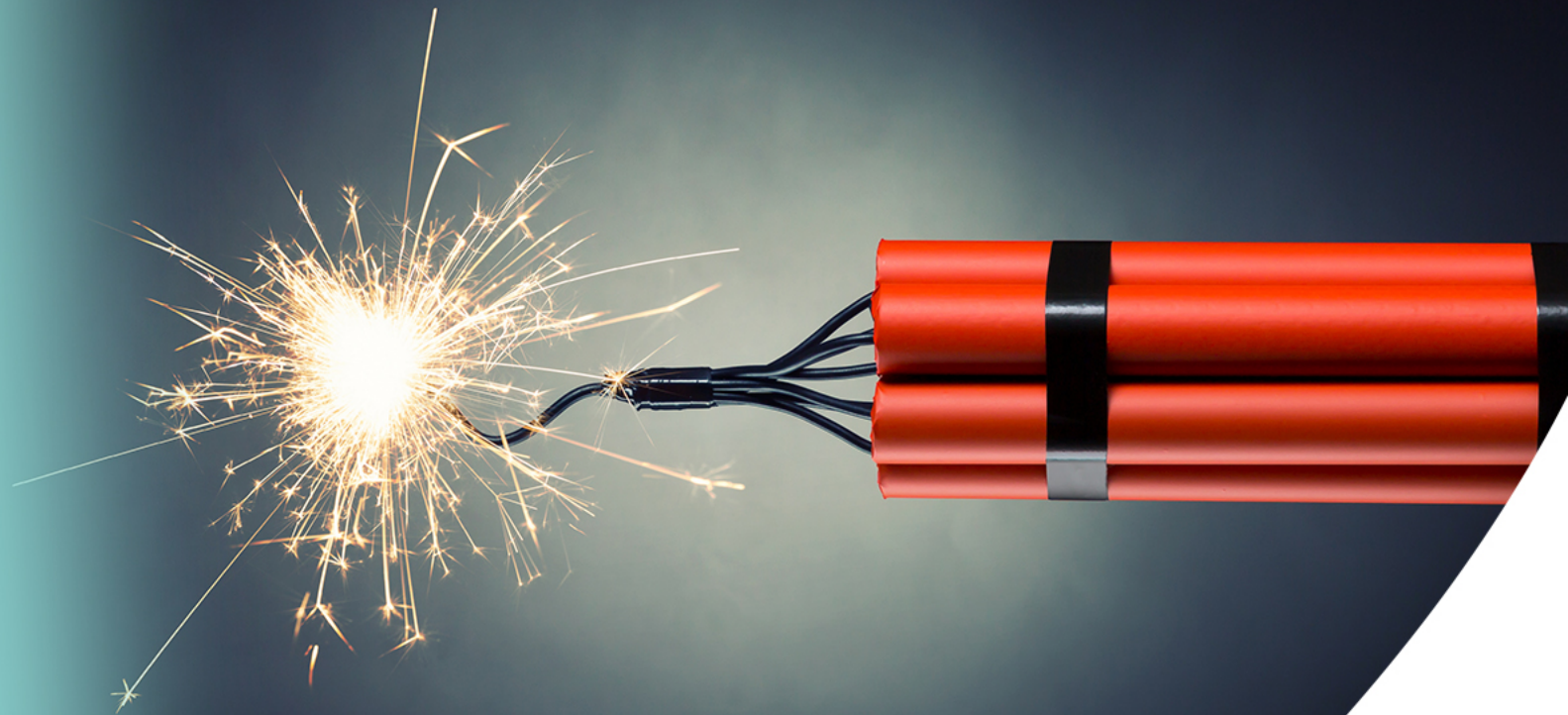


# Example: Financial Advisor with Low Impulse Control

- 5 minutes before a client meeting, the client cancels
- You spent 4 hours prepping
- You have a production goal to meet tomorrow



# Activating Event





# Negative Reaction

- You get angry at the client and can't access your empathy skills
- You shout at them
- Now the client thinks you don't care about them



# Belief







# Negative Self-Talk

- Without this client it is impossible to succeed
- I will fail
- Now I will lose all my clients
- My business will fail
- I will end up as a bagger at the grocery store



# Consequences



# You Respond with Fear and Anger

- The reptile brain perceives danger
- Focuses on every disappointment
- Reinforces an irrational thought pattern
- You see yourself working as a bagger in the grocery store



**Stop and think  
before you speak!**





# Debate, Dispute & Dismiss...





**Where's the proof that my  
negative thoughts are true?**

**How do I know the client is  
going to quit?**



**Are there other explanations  
for what happened?**





**If this happened to a  
colleague, what advice would  
I give them?**







**Has this happened before?**



**If yes, what did I learn  
that I can apply now?**





# Emotional Effect





# Emotional Effect

- Debating and disputing your irrational thoughts reduces your fear
- You will think clearly and behave effectively with appropriate concern for others



# Behavior Change is Complicated

- Growing EQ requires that people change some of their emotional habits.
- They must rewire the connection between the reptile brain and the pre-frontal cortex.
- Whereas our logical brain can master new material in one or two tries, replacing an old emotional habit with a new one requires a lot more practice.





# Next Steps

What is one takeaway that you are going to put into practice today?





# What can I do for you?

## Assessments

- Individual
- Team
- 360-Degree

## Audits

- Critical Incident
- Qualitative Team
- 360-Degree

## Coaching

- Team
- Individual, Executive

## Workshops

- Don't Pull the Trigger: Recognizing and Addressing Emotional Triggers
- What is EQ and Why Should I Care?
- Perspective for Profit: Emotional Self-Awareness and Expression
- Leading with Emotional Intelligence
- Today's Leadership Challenge: Multigenerational Teams
- Navigating Change Successfully



# Q & A



# Thank You

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**Because it is a learned skill, and not a personality trait, EQ can grow at any age!**





# Why should you be passionate about EQ?

- Enhanced revenue
- Enhanced relationships
- Enhanced quality of life



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# Business Managers (General)

- Interpersonal Relationships
- Assertiveness
- Happiness
- Self-Regard
- Emotional Self-Awareness



# Senior Managers

- Self-Regard
- Happiness
- Interpersonal relationships
- Reality Testing
- Self-Actualization

# Three Choices

- **Aggressive:** "I'm going to hurt you."
- **Passive:** "I'm going to let you hurt me."
- **Assertive:** "We both are safe here."



# Define Win/Win

- Not compromise
- Creative solution in which both parties get all of what they want and often more



# Self-Expression Composite

- **Emotional Expression:** to express your feelings openly, both verbally and non-verbally
- **Assertiveness:** to express your feelings, beliefs, and thoughts, and to defend your rights in a nondestructive manner
- **Independence:** to be self-directed and self-controlled in your thinking and actions, and to be free of emotional dependency



# Interpersonal Composite

- **Interpersonal Relationships:** to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection
- **Empathy:** to be aware of, to understand, and to appreciate the feelings of others
- **Social Responsibility:** to demonstrate yourself as a cooperative, contributing, and constructive member of your social group

# Decision Making Composite

- **Problem Solving:** to identify and define problems, as well as to generate and implement potentially effective solutions
- **Reality Testing:** to assess the correspondence between what is experienced and what objectively exists
- **Impulse Control:** to resist or delay an impulse, drive or temptation to act



# Stress Management Composite

- **Stress Management Composite Flexibility:** to adjust your emotions, thoughts and behavior to changing situations and conditions
- **Stress Tolerance:** to withstand adverse events and stressful situations without falling apart, by actively and positively coping with stress
- **Optimism:** to look at the brighter side of life and maintain a positive attitude in the face of adversity (focus on the future)



# Self-Perception

Self-Regard is the ability to respect and accept yourself just the way that you are.

