Emotional Intelligence In Business

How Increasing EQ Can Increase Career and Organisational Success

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Introduction

Emotional intelligence is highly regarded as one of the key indicators of success in both one's personal and professional life.

Emotional Intelligence (EQ or EI) is now considered to be more important than IQ in determining success and happiness. Fortunately, EQ is both measurable and it can be developed by everyone.

In their book "The EQ Edge," Steven J. Stein (PH.D.) and Howard E. Book (M.D.), mentioned that studies have found that higher performing organisations attribute emotional intelligence impact to as much as 45% of leadership success.

A study found that "Low engagement" costs UK businesses over £60 billion a year and that engaged, passionate and committed employees want greater meaning in their work.

The EQ-i 2.0 assessment looks at the five main components at the heart of Emotional Intelligence:
– Self-Perception
– Self-Expression
– Interpersonal
– Decision-Making
– Stress Management

Key information from EQ-i 2.0 assessment is split into 15 sub-categories that can be used to increase various areas of EI. It is these 15 sub-categories that we are going to discuss in this eBook. Before we do, here are just 2 areas in business to think about first.

How Emotional Intelligence Affects Leadership

The author of "Emotional Intelligence 2.0," Travis Bradberry; says that studies have found that 90% of top performers score high in emotional intelligence. Whilst only 20% of poor performers are high in emotional intelligence. He said that "You can be a top performer without emotional intelligence, but the chances are slim." Emotional intelligence is the key to unlocking great leadership.

Top leaders have one key thing in common. They can recognise their feelings and emotions and how that impacts on their engagements and leadership ability. They empower, inspire, and motivate the people they work with to achieve greater success than they may have if left to their own devices. Being able to understand and manage your own emotions, and those around you, can lead to greater effectiveness and higher performance. Emotional intelligence, combined with effective business coaching, can help you to become a much effective leader.

True leaders do not use outdated hard management and domination skills. Dynamic transformation and true leadership require Emotional Intelligence. Creating an environment where strengths are recognised and celebrated. Guiding and allowing each member to thrive.

Developing new ways of thinking, and better understanding self and others, leads to greater individual and organisational change and development. Whether it is a better work-life balance, setting clear boundaries, developing optimism and resilience, to letting go of long held limiting beliefs and more.

Emotional Intelligence In Sales

Businesses with emotionally intelligent salespeople sell more effectively. More than 75% of Fortune 500 companies train and motivate senior staff in EQ. As such, they report massive growth on their overall bottom line. It is vitally important to educate your salespeople on how to build collaborative relationships with clients. It is a sure-fire way to increase sales and referrals, whilst growing a desirable reputation.

To increase sales, your sales team needs to be trained in more than just sales techniques. They need to learn self-management, self-awareness and self-motivation skills among others.
Old style hard selling techniques turn potential clients off. Create better relationships and create better results.

"The value that I have learned to deeply appreciate and is something I talk a lot about is empathy,"
- Satya Nadella, CEO, Microsoft

Emotional Intelligence can help to:

- Build resilience in dealing with high pressure situations.
- Increase overall life satisfaction and confidence.
- Strengthen your work environment to produce better results.
- Improved performance in all areas of life and reach higher levels of success.
- Have deeper, more meaning relationships.
- Learn and create next level leadership skills.
- Build stronger and more productive teams.
- Improve communication, engagement, relationships and behaviours.
- Better stress management.
- Increase problem solving ability.
- Better self-insight and personal responsibility for leadership performance.
- Better decision making and risk assessment.
- Enhanced communication and cultural awareness.
- Increased mental toughness.
- More efficient teamwork.
- Improve the calibre of new staff members and minimize costly improper recruitment decisions.
- Identify appropriate training and development needs.
- Much more

So, let's dive in and discuss the 15 sub-categories of emotional intelligence that is covered within the EQ-i 2.0 assessment.
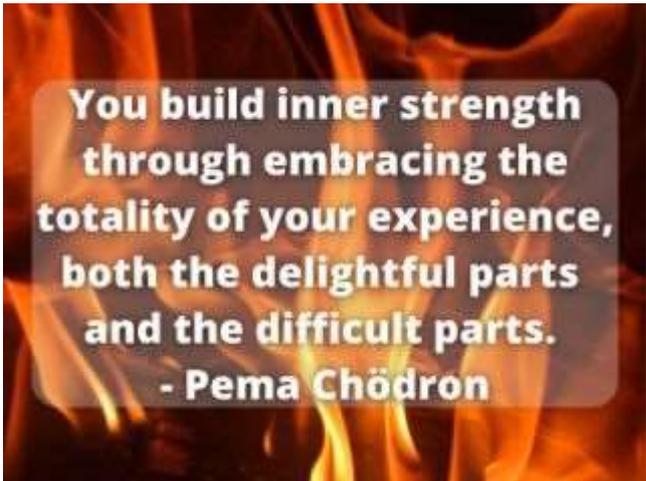
Self-Regard

Self-regard is one of the 3 subscales of self-perception. Self-perception describes how we know and manage ourselves.

Self-regard describes a subjective view of how each of us generally values ourselves. Everyone has perceived strengths and weaknesses and self-regard describes one's attitude towards these. It is ultimately the story we tell too and about ourselves. Do we look for our successes or do we focus on our failures?

Someone with high self-regard still tends to like themselves, even with their faults and flaws.

You build inner strength through embracing the totality of your experience, both the delightful parts and the difficult parts.
- Pema Chödron

Some people seem to be born with higher self-regard, whilst other seem to totally lack it. However, as with all of the emotional intelligence subscales we will discuss, it can be "improved." That is not to suggest that we should be striving to score higher on any of the subscales or that one should try to avoid the lower ranges. There is a healthy balance that works better for different people in different situations. Sometimes scoring particularly high in an area of EI may actually be a hindrance.

Higher Range vs Lower Range Self-Regard

Someone with high self-regard, are often more self-assured and confident. Having a good sense of who they truly are as a whole person.

They don't allow self-criticism and criticism from others to be a major factor in their lives. They often have higher self-esteem. Any received feedback is usually viewed constructively, and they rarely overreact to it. Their stable sense of self is not that easily shaken by other's comments.

People with high self-regard appreciate themselves irrespective of their perceived strengths and weaknesses. Their focus is usually on their strengths and successes in life. Essentially, people with high self-regard tend to like who they are.

"Wanting to be someone else is a waste of the person you are."
- Marilyn Monroe

Someone with low self-regard, may allow their perceived strengths and weaknesses to influence their confidence levels. They may lack self-respect, have low self-esteem and not generally happy with who they are.

When they receive feedback, they are more likely to take it as criticism and take offence. Rather than seeing it as constructive feedback and an opportunity to improve. It may be more difficult to see themself and their ideas as worthwhile. Which in turn may hinder their success as they take fewer potential opportunities that come their way.

People with low self-regard often struggle with fear of failure, self-doubt and even jealousy. Their focus is often more on their failures than what they could potentially achieve.

Whether people with low self-regard appreciate themselves or not, is often dependent on how others appear to perceive them. So, the opinions of others can have a significant impact on their self-perception. They may also often have challenges with not feeling "good enough."

Self-Regard In The Workplace

Whether a team within the workplace is dominated by people with either high or low self-regard, can significantly alter the company culture and outcome.

Team members with high self-regard, will generally work better together to achieve a common goal. Developing a positive and supportive culture. They respond to leadership and team advice positively and non-personally. They understand and appreciate constructive feedback when mistakes are made. Knowing that it is not a reflection of oneself, but just a potential opportunity to improve.

Interactions are based on what is best for the organisation. Personal issues of self-esteem and worth should not interfere with workplace relationships. Inter colleague competition is healthy and can be motivating to achieve greater success.

Teams of individuals with low self-regard could lead to a negative workplace culture. One where personal issues of self-worth can inadvertently interfere with the growth and success of the organisation.

People with low self-regard are more likely to criticize themselves and others. This can lead to a culture based around fear and hostility towards fellow team members. What should be friendly competition in the workplace, may be born out of personal validation and feeling good about themselves. This can demoralise other team members and create animosity. This type of work culture prevents individuals from delivering their best.

It is important to note that it is not all about scoring high in these different subscales. A manager with very high self-regard and low empathy, may think they are better than others. They may not notice or even care how they make their peers feel when they criticise them. Thus, it is about the correct balance in each of the areas of emotional intelligence.

Impact On Leadership

Leaders who display a healthy self-regard, work to encourage and praise team members' best efforts and strengths, while helping them to constructively improve on aspects of their job that they may find difficult.

Leaders who display low self-regard are likely to feel as if they are not worthy of their role. They may doubt their own capabilities. Second guessing whether they are making the right choices. Resulting in lack of self-confidence, further leading the team to feel unsure about their leadership ability and direction.

Other potential problems might be their need to micromanage their team, lack of responsibility if things don't work out and difficulty bringing out the best in their team. Having low self-regard may also lead to taking out one's own insecurities on team members.

Some leaders think and feel that their worth comes from their own achievements. However, they often demand unachievable and unrealistic expectations for themselves, against which they judge their results and failures. This creates an unhealthy expectation on themselves, which then filters down into their team.

Impact On Productivity

Imagine someone who has low self-regard, low impulse control and low emotional expression. This person may find it very difficult to express their feelings in a constructive way. As they have low self-regard, they are unsure of themselves and lack self-esteem. When a challenging situation comes up and they may come across very abusive and aggressive. Not knowing how to communicate in an effective way with their peers or staff members.

Ultimately, for an organisation to thrive, all staff members should work together effectively as a team. Ideally all individuals will have a healthy self-regard or at least have people to help lift those who struggle with self-regard from time to time. A team that is unsure of themselves, will take it out on each other, get demotivated and generally not be the highest performing team in the organisation.

A team with members that have higher self-regard on the other hand are more likely to work well together and tackle challenging projects with positivity and gusto.

Leaders can and should assist team members with low self-regard to build on this area. Although it is not the scope of this article, this can successfully be achieved in a number of different ways.
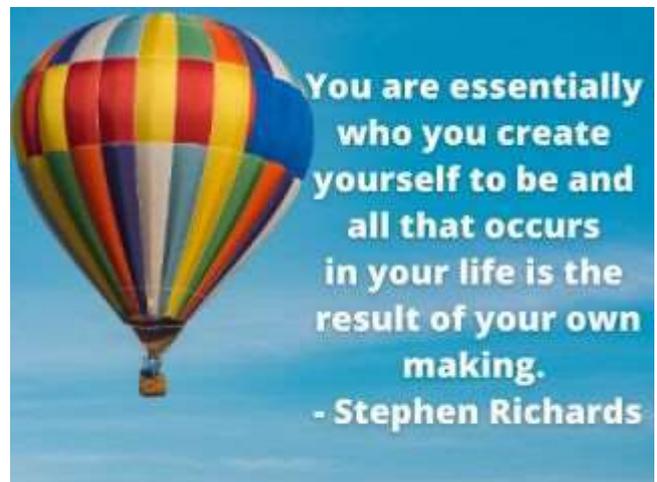
"No one can make you feel inferior without your consent."
- Eleanor Roosevelt

Self-Actualisation

[Maslow's hierarchy of needs](), proposes that self-actualisation is the highest level of psychological development. We will look at self-actualisation in the context of emotional intelligence and how it affects our behaviour.

Self-actualisation is the pursuit of self-improvement and achieving personally meaningful objectives. It involves the active realisation of personal goals, talents, and potentialities. For some people, self-actualization is an ongoing process of constant development towards new and ever-expanding goals. For others it is merely a dream, without any active pursuit of achieving a higher meaning. Different people also have different thoughts and levels of what it may mean to them.

It is important to reiterate that people fall somewhere between the high range and low range of each subscale. It is not about trying to score in the high range, or to avoid the lower range in any of the categories we discuss. It is more important to notice how the various subcategories interact and affect our interaction with ourselves and others around us.

You are essentially who you create yourself to be and all that occurs in your life is the result of your own making.
- Stephen Richards

Higher Range vs Lower Range Self-Actualization

A person who scores in the higher range tends to seek out new challenges and accomplishments. Often having lots of energy and passionate in what they direct their attention too. Motivated to do their best, they strive to achieve a rich and fulfilled life. Not necessarily financially. Highly self-actualised people will find their own meaning in life and what constitutes success.

Conversely a person in the lower range of self-actualisation may struggle to find meaning in their life. Often lacking in motivation to achieve or taking part in fulfilling tasks. They may feel stuck in life and unsure of which direction to go. Almost like a ship without a rudder. The question, "What is the purpose of life?" springs to mind.

Impact In The Workplace

Thriving organisations are always looking for ways to change and grow for the better. This is also true for people who score in the higher range for self-actualisation. Such individuals can be highly motivated to see the company prosper as well. Therefore, organizations can benefit greatly by employing people who strive to be self-actualised or helping them to become self-actualised. With shared values, such members work hard within their role to ensure the success and growth of the organisation. Focussing on achieving ideal outcomes, rather than on the problem itself.

On the contrary, people who fall in the low range of self-actualisation are likely to struggle to motivate themselves and may only do the bare minimum of what is required of them. Possibly even struggling to see the point in what they are doing. Providing their best quality of work is often not their top priority.

Impact On Leadership

It is often the people who fall within the higher range of self-actualisation that take on leadership roles. They may be better suited to leadership, as their motivation propels and motivates themselves and team members forward. Usually, an important trait for leaders to have. Great leaders are never done with learning and strive to achieve better results and overcoming perceived plateaus.

- A potential pitfall of a leader with high self-actualization

Imagine a leader that scores very high in self-actualisation and scoring in the low range for empathy. They may be so determined to do better and achieve their goals, that they don't care that they walk over others in the process. Or they just might not be aware of how bad or inadequate they make others feel.

In a leadership role, one should give creative and constructive direction and feedback. Encouraging team members to develop their own ideas and potentially autonomous working where appropriate. This is however achieved in a motivating and emotionally intelligent way. Not by walking over people or bullying them.

"You are essentially who you create yourself to be and all that occurs in your life is the result of your own making."
- Stephen Richards

Self-Actualisation In The Workplace

A cohesive team with shared values and can greatly increase the success of an organisation.

- Potential benefit of high self-actualised team members

Imagine a team of people with a strong motivation to do what is best for the organisation to succeed whilst doing right by the community. They will likely build up a good rapport based on their shared motivation. Often, building on top of each other's ideas resulting in excellent collaboration and outcomes. Staff who score high in self-actualisation are likely to respond well to this by providing their best work. They are likely to be focused on how they can always improve their performance going forward. This potentially leads and allows people to think outside the box and be solution focussed.

- Potential pitfall of low self-actualised team members

Those who are in the higher range might be more committed to do what it takes to help achieve success for the organisation. Whereas members who scored in the lower range may be more haphazard and lackadaisical. The may deliver their shoddy work, that is not be to their full ability, late if at all. Potentially creating resentment in other team members. Hindering fruitful collaboration and negatively affecting the progress of the company.

A high self-actualised leader with low self-actualised staff is likely to spend excessive time trying to help and encourage them for little reward. Leading to friction, unhappy staff and unhappy leaders.

A low self-actualised leader, managing high self-actualised staff, may struggle to motivate and inspire their team. It is possible that a highly self-directed and motivated staff might feel unsupported by such a leader.

Emotional Self-Awareness

Emotional self-awareness is all about understanding and knowing oneself. Meaning, how well one can identify with the emotions you feel and the underlying causes for them. It includes being able to understand how one's emotions impact on your thoughts and actions and how it all impacts on oneself and other people.

"The best and most beautiful things in the world cannot be seen or even touched. They must be felt with the heart."
- Helen Keller

Higher Range vs Lower Range Emotional Self-Awareness

People who have higher emotional self-awareness tend to be more in tune with their own emotions. They can more easily recognise the subtle differences and changes between their emotions and the supposed "reasons" for those changes.

Someone who is more self-aware, will tend to accept their emotions for what they are. Knowing that they originate within oneself, rather than being "made to feel" a certain way by other's or any external factors. They may have more constructive and appropriate ways of dealing with and expressing their emotions in different scenarios. They are also often better able to "read" other people so that they are better able to understand where they are coming from. They may also often be better "read" by other's as well, which means people understand them and where they are in the that moment. This can be beneficial in working towards developing deeper, more constructive relationships in both personal and career situations.

"The best and most beautiful things in the world cannot be seen or even touched. They must be felt with the heart."
- Helen Keller

On the contrary, someone who has a lower emotional self-awareness, is more likely to struggle to identify and express their emotions. Having difficulty in understanding why they feel as they do. This can sometimes lead to externalising and projecting their emotions on events or other people, rather than owning and dealing with their emotions more appropriately. Example,

someone who is feeling sad or angry, could blame something outside of themselves for their feelings. They may even deny their emotions and only look for external factors. They may struggle to take any personal responsibility for their emotions and the impact of their reactions and attitude to difficult situations.

They may also struggle to read people and situations appropriately. Not understanding why others react to them in the way that they do. Thus, they may not know how to manage difficulties that arise within relationships in a constructive way. Leaving both parties at a loss.

Impact in the workplace

Naturally, different people will fall at different levels of the emotional self-awareness scale. This is true for all the emotional intelligence subscales and any personality type indicators, etc. No two teams will be identical in this respect, which creates unique dynamics in each team. Understanding how these dynamics could play out and affect both the team and organisation can allow for better team dynamics, management, and overall results. Please remember that higher self-awareness in and of itself is not always better.

- Team example

Remember that what we say and how we say it can be totally different things. Then they way someone interprets that dialogue, based on the emotional state they are in, can further complicate things. (There is a great article to explain the communication cycle.)

It is beneficial for team members to understand and be aware of their own emotions and how it may impact on other members of the team. How what they say can be interpreted by someone else and how that might affect the tone of a conversation. Understanding that choosing to respond more appropriately to a mistake, can lead to a better outcome than reacting in anger and shouting. Understanding that why a team member might not be at 100% because a family member just passed away. Which does not make them lazy or bad, but rather they are just dealing with some personal stuff. Rather to be more compassionate in the moment, can lead to greater comradery and team results down the line.

Team members with lower self-awareness, may struggle to express their thoughts and feelings to others effectively. Leading to frustration for both parties. Completing tasks will take longer and be more difficult when trying to deal with internal conflict.

It is possible that someone with lower self-awareness may struggle to develop good workplace relationships. E.g., not always understanding their own emotions, they may overshare personal issues, or express them inappropriately, which could potentially alienate other team members.

It should go without saying, but when teams can understand and work together more effectively, it ultimately leads to greater results for the organisation.

- Leadership example

It would be more advantages for a leader to have a higher level of emotional self-awareness. Such leaders can understand team dynamics and individual differences. Adjusting their style to what will bring the best out in their team. Example, using different motivation techniques depending on the individual team members. They know that different people in their team respond differently to different motivators, and as such, do not just do what comes naturally to the leader. Example, if the leader is motivated by money and they want to motivate someone who is more motivated by social contribution. Offering them more money to do something that is not in line with their values, will not motivate them and will not make the team member happy in the long run.

However, having a higher level of emotional self-awareness does not guarantee leadership success. Example, a leader with high emotional self-awareness and low emotional expression, may not be able to express how they feel verbally. So, they rather shout at staff, rather than speak more appropriately. We can imagine that the leader who is more likely to succeed, is the one who stays in control and deals more effectively with their emotions in challenging situations. Approaching difficult situations calmy, rather than one who is always shouting when they are under stress.

On the other hand, a leader with high emotional self-awareness with high empathy, might over-empathise with staff members, which could hinder them from giving constructive feedback or facing challenging situations. Team

members might respond by taking advantage. They may deliver a lower standard of work as they feel that they can 'get away' with it, with their boss.

Good leadership is a balance between having a supportive approach while still being able to give appropriate feedback and direction.

"They may forget what you said - but they will never forget how you made them feel."
- Carl W. Buehner

Emotional Expression

The next of the five pillars of emotional intelligence is Self-Expression. This is made up of the three subscales - Emotional expression, Assertiveness, and Independence.

"Smile and the world will smile with you.
Frown, and you are on your own."

Self-expression is the outward and active expression of a person's self-perception. It is how one faces the world. It looks at the outward expression and action of one's internal perception. Assessing your ability to remain self-directed and openly expressive of your thoughts and feelings. All whilst communicating your feelings in a constructive and socially acceptable way.

Emotional expression relates specifically to how well people can express their emotions outwardly. People express their emotions in many ways. Example, verbally and non-verbally. In what they do, say, and how they say it. Example, through their body language and facial expressions. It is also important to remember that things like Botox, can actually potentially stunt emotional facial expressions.

Higher Range vs Lower Range Emotional Expression

People who fall within the high range of emotional expression are usually more able to express their emotions. Their outward expression matches what they are feeling internally, so that others can see and understand what they are feeling. They come across as more "real." These qualities can help them to develop well-rounded and grounded relationships with others.

They are also able to express their emotions in a contextually appropriate manner. A good example of this could be if someone is feeling angry towards someone else at work. They can explain this to the other person calmly without 'blowing up' or shouting inappropriately. This allows the

individual to get what they are feeling 'off their chest' and move forward. This is the basis of healthy emotional expression within interpersonal relationships. In contrast, people who fall within the lower range of self-expression may find it difficult to express what they are feeling. For this reason, others may not be able to 'read' them. Their outward expression may be very different from the emotions they are feeling. Appearing fine on the outside, but very angry and frustrated on the inside. It is possible they may come across as withdrawn or non-communicative. To some people they may appear as an 'enigma.'

They may react to situations inappropriately. For example, anger could be overly expressed with shouting and throwing things around. On the other hand, they may not express any emotion or dissatisfaction at all. This may actually also hinder their ability to develop good interpersonal relationships.

Impact In The Workplace

If we consider how much time we spend at work, it is totally natural and imaginable for people to bring their emotions into the workplace. How effectively people can manage and express their emotions will affect client interaction, team cohesiveness and ultimately organizational success.

- Leadership example

How a leader expresses their emotions will impact have a massive impact on how the rest of the team functions and the overall results they may achieve.

A leader who can effectively and with volition expresses their emotions, is more likely to connect with their team. Better able to explain what they want and expect in a deliberate and effective way. Team members may also be more likely to seek feedback from management where necessary, as it will be delivered in an emotionally balanced way.

Having a leader who can effectively and appropriately express their emotions helps other team members do the same. Creating a stronger interpersonal connection within a team.

Example: In the case of a customer complaint about the team, the leader is more likely to discuss this calmly with the staff member. They may express their displeasure, but it is done appropriately, without making it personal, and with the overall aim of improving things in the future.

Leaders in the lower range of emotional expression, may find that their teams feel more inhibited to express their emotions to them. Example, not feeling comfortable with discussing a challenging situation with the leader, as they are fearful of the leader's emotional response. Imagine working for someone that when you tell them something went wrong, they immediately shout at you and call you an idiot. Obviously, that is not the way to effectively lead a team or speak to anyone for that matter.

Leaders with lower range of emotional expression, may also come across as cold and uninviting. Leading to an unproductive and possibly fearful workplace environment.

- Team example

In any team it is normal for problems to arise from time to time. When this happens, it is important for individuals to problem solve in a constructive way. When team members fall in the higher range of emotional expression, they are more likely to express both satisfaction and dissatisfaction to each other amicable so they can find ways to improve and move forward. This helps create an environment where staff feel they can express themselves, their emotions, and their ideas openly.

A team of people who fall in the lower range of emotional expression may find it difficult to work together, because they find it hard to really understand each other. Example, when interpersonal challenges arise between staff members, they may be dealt with inappropriately. Example, someone may respond to the situation in an aggressive or other inappropriate way. Leading to unresolved issues, poor interpersonal relationships and affecting overall team morale.

"People are like stained glass windows, they sparkle and shine when the sun is out, but when darkness sets in their true beauty is revealed only if there is a light from within."
- Elizabeth Kubler-Ross

Developing greater levels of emotional expression

It may not be immediately obvious how important emotional expression is in the workplace to team cohesiveness, productivity, and leadership styles.

However, the examples above show just what impact differences in emotional expression can have on staff and teams.

Within any team, you will have individuals with varying ranges of emotional expression. Differences within teams will impact the working environment. Having team members and leaders who are aware of and understand their own emotional intelligence can be highly valuable. They are more likely to work towards cohesive and productive working relationships.

Assertiveness

Assertiveness relates to how openly someone can communicate their beliefs and feelings. As well as being able to stand their ground and defend their point of view to others in a non-destructive way. Whilst respecting the validity of other people's rights to an opinion that may be different to theirs.

Assertiveness is not to be confused with aggressiveness. One can be assertive whilst not being aggressive. Aggressiveness tends to involve hostility and wanting to overpower, which assertiveness does not. Assertiveness is not about attacking.

A good book to read in which Daniel Goleman also speaks of assertiveness, is his book called Emotional Intelligence.

"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did do. So, throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream."
- Mark Twain

Higher Range vs lower Rage Assertiveness

People who fall within the higher range of assertiveness are able to express their thoughts and feelings easily. It does not necessarily matter to them whether their opinion or ideas are welcomed or accepted. They do not tend to change their mind just because of others who may disagree with them. They are less likely to compromise on their beliefs unless it is for a good reason. They can be described as being forthright and taking a stand for what they believe in. If they have something to contribute, they will generally speak up and make it known.

On the other hand, people in the lower range of assertiveness may struggle to openly convey their thoughts, feelings, and ideas to others. Example, they may not voice their opinion in a meeting, even though they feel they have something valuable to contribute.
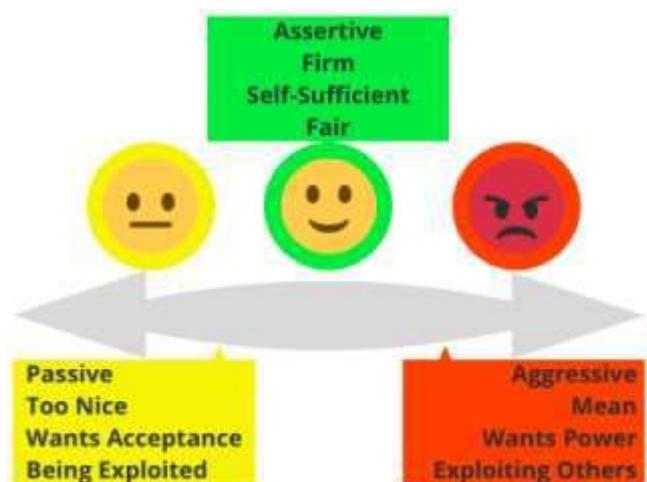
They could be described as shy and may be overly controlled by others. Whether they express themselves can sometimes depend on them feeling accepted by others in the group. They may only openly express themselves if they believe that others will agree with them. People with lower assertiveness may find it difficult to argue their point with someone who disagrees with them and may be quicker to compromise or change their mind.

Assertiveness In Leadership

- ### High assertiveness in leadership

A certain degree of assertiveness is an important quality in a leadership position. Leaders who display a high level of assertiveness can more easily express the direction they want their team to go in, even if it's not a popular option or opinion. They can easily defend the reasons for their choices and decisions. Continuing to implement their ideas and plans if they believe it's the correct and appropriate way forward.

While assertiveness as a leader can generally be considered as a good quality, there can also be some downsides. For example, someone with high assertiveness, high self-regard and low interpersonal skills, may struggle to take on the opinions and ideas of others. Asserting their own opinions and ideas without compromise. Potentially coming across as a bulldozer or as a "my way or the highway" kind of person. Possibly leading to team members no longer expressing their opinion and even feeling undervalued.

- ### Low assertiveness in leadership

Leaders who fall in the lower range of assertiveness may find it difficult to express their vision and direction properly and convincingly. Or what about a manager, that cannot say no. Continually taking on duties that their team members should be doing. At the end of the day, they don't get to do their own work, because they are so busy doing other people's tasks. They may even come across as a little flaky or uninspiring. Especially someone who has low assertiveness and be in the lower range for self-regard.

Example, imagine a team with some members having a higher level of assertiveness, whilst the team leader is in the lower range of assertiveness. Some team members might find it more challenging to take direction from the leader and even usurp them. This potentially leads to mixed signals, confusion,

and lack of clear direction. Especially if the team members involved disagree with the team leader and want to get things done their own way instead.

A member of staff high in assertiveness may be able to strongly assert their views and ideas to everyone else more easily and congruently than a leader low in assertiveness. This leader may not be able to openly challenge their staff's ideas and go along with them, even if they think it may not be the right decision. Such a leader may be unable to do their job effectively and struggle to steer the ship so to speak.

This can have the effect of creating a team without direction and focus. Where team members are unsure of where to look for leadership and direction. It can also create resentment within a team. Those who are less assertive may also feel unable to challenge the ideas of more assertive members of the team.

Clear direction and strong management are needed in the workplace 'hierarchy' to keep healthy boundaries.

Assertiveness Within Teams

Teams will naturally be variable in how assertive each of the individuals are and the dynamics that develop from this mixture.

Teams with people high in assertiveness are likely to be able to say what they think and give new ideas. While clashes may occur, everyone can hopefully express themselves effectively and be motivated to do their best work. A healthy team will move forward in a productive and positive way.

However, if teams have individuals low in assertiveness, they may feel unable to bring forward their ideas even if they are good and worth exploring. These team members may feel undervalued. They may also not deliver their best efforts if they feel that they are being walked over or taken advantage of. They can be overshadowed by more assertive team members. Therefor the team may not be as effective and productive as they could potentially be.

"What lies behind us and what lies before us are tiny matters compared to what lies within us."
- Ralph Waldo Emerson

Improving Assertiveness and Overall EQ

As explained, assertiveness affects how well leaders and staff can confidently express themselves and their opinions. Not in an aggressive way, but rather in a constructive way, whilst being open to other opinions and feedback.

Developing emotional intelligence can help to bring out the best in all stakeholders. Having a net positive effect on the overall functioning of the organisation.

Emotional Independence

Emotional independence relates to how reliant someone is on others in various areas of their life. Can they plan, make decisions and act autonomously, or do they need help and support from others.
Being emotionally independent does not mean being alone or never needing anyone else. It simply means that one does not need external validation or evidence to know that you are doing well. It is about building on your own self-worth and not needing it to come from other sources.

*"To thine own self be true."*
- Polonius to his son Laertes

Higher Range vs Lower Range Of Independence

People who measure higher in independence tend to be:

- Confident and feel that they can make important decisions by themselves.
- Self-directed, self-determined, and decisive in their decisions and behaviour.
- Happy to listen to the opinions of others and receive help, but do not feel reliant on this in order to move forward with an idea.
- Free from emotional dependence. They don't allow their own emotions or that of others to control what they do and how they behave.
- Can set and achieve goals by themselves.

People who measure lower in independence may appear to be:

- Indecisive and struggle to make decisions on their own. They often need someone that they can rely on.
- In need of protection and support in everyday life.
- Uncertain and lacking in confidence in themself.
- Prone to allow others to make the final decisions on projects.
- Lack assertiveness.
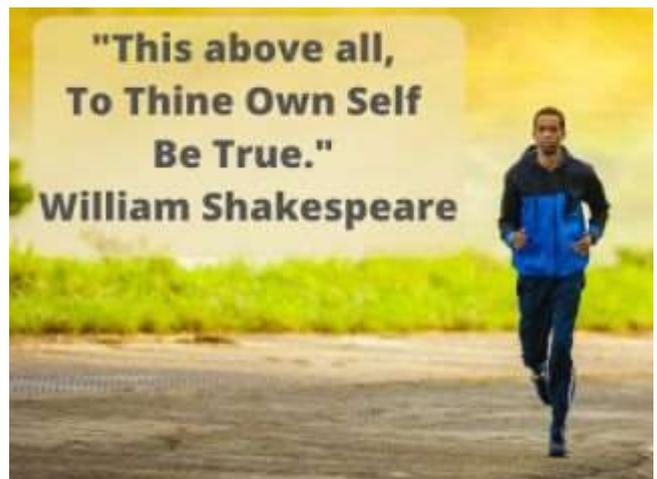
Being independent allows someone the ability to do the necessary tasks, without help or the need to be overseen. The right balance of dependency in a team allows for sufficient autonomy and collaboration where necessary. Allowing enough freedom to get the job done in the most efficient way, without needing to micromanage. Independence does not mean one has to do things in isolation or being on your own. It still allows one to be a valuable member of a team even if you are working alone.

Impact In The Workplace

Independence in a team allows for members to work on their own, as well as be being part of a team. They are confident and happy to share ideas with the rest of their team. Not afraid of being judged on their thoughts and efforts.

If given a task, they are happy to do it alone, but if they experience any difficulties, they will happily ask for and receive help. Although they may try to problem solve by themselves first, it will not be because of vanity and not to the detriment of the project or team.

People who are more emotionally dependent may be very good at their job. However, they may lack in confidence and continually seek for external verification and validation. They may struggle to make decisions by themselves and be self-directed.

This could be an energy drain on the other members of the team. Potentially even lead to problems like resentment or feeling that they are 'carrying' their colleague. Resulting in a less cohesive and productive team.

Imagine a team that is made up of largely very dependent members. One would potentially have to micromanage a lot. This also drains the energy of the manager as they consistently have to keep the team "going" rather than focussing on their own duties.

Of course, as with any trait, one could be excessive either way. Someone who is in the very high range for independence and very low in interpersonal relationships, may not even consider the thoughts and feelings of other team members. They could be overly dominant, and they may struggle to collaborate with others.

An overly independent team member may even struggle to take direction from leadership. So focussed on what they believe is right and they may not take feedback to improve to heart.

An ideal team may be made up of members that have the ability to work both independently but also as a team.

"Men are not prisoners of fate, but only prisoners of their own minds. They have within themselves the power to become free at any moment."
- Franklin D. Roosevelt

Impact In Leadership

E.g., Imagine a leader who needs to make decisions whilst potentially second-guessing themselves. They may get so caught up in the internal struggle, that they are paralysed to make those decisions. A good leader needs to be able to make decisions, even in the absence of certainty. They then also need to accept responsibility for whatever the outcomes are of their decisions.

Independence can generally be viewed as a good quality for someone in a leadership position. Leaders and managers need to be able to be self-directed and confident. People need management who are confident in the direction they are taking their team and seen to be the person to be relied upon when necessary.

However, it is important that leaders are not overly independent and run away with projects leaving team members 'out of the loop' and unsure which direction to follow.

Leaders who are overly dependent traits may struggle to properly lead their team needing 'hand-holding themselves.' This could potentially lead a team to flounder with no real leadership being given.

Interpersonal Relationships

Interpersonal relationships refer to one's ability to build mutually beneficial relationships with others, based on trust and compassion. On the surface, it seems that some people are better able to develop healthy interpersonal relationships than others, but as is true for all subscales of emotional intelligence, it can be learned and improved upon.

"Kind words can be short and easy to speak, but their echoes are truly endless."
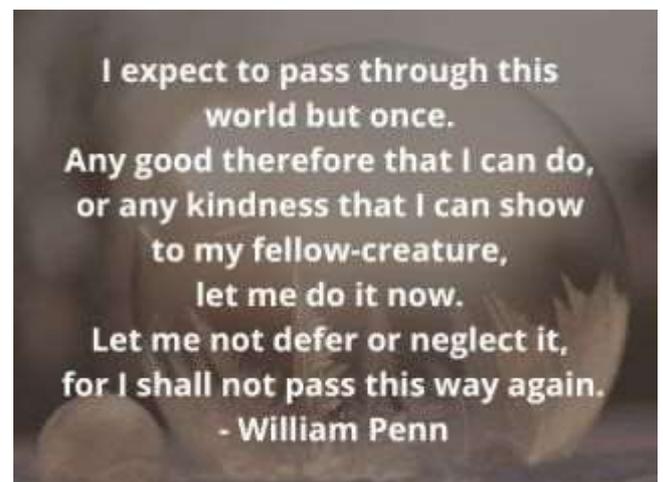*- Mother Teresa*

Higher Range vs Lower Range of Interpersonal Relationships

Someone that falls in the higher range:

- Can more easily establish mutually satisfying relationships with other.
- They are generally more trusting of other people.
- Are able to give and receive affection and intimacy more easily.
- Find it easier to maintain relationships over the longer term.
- Is often more positive towards social change.
- May feel more at ease in social situations and gatherings.

Someone that falls in the lower range:

- May shy away from intimacy.
- May come across as distrusting, not giving and as a 'loner'.
- Find it difficult to openly share emotions and feelings with others.
- Find social change difficult to navigate and they may struggle to maintain their relationships over time.

I expect to pass through this world but once.
Any good therefore that I can do, or any kindness that I can show to my fellow-creature, let me do it now.
Let me not defer or neglect it, for I shall not pass this way again.
- William Penn

Impact In The Workplace

It can be very beneficial to have staff who are able to build good trustworthy relationships with other team members and clients. Leading to greater

connection and both happier staff and clients. Ultimately leading to greater effectiveness and profitability for the organisation.

Imagine a salesperson who scores in the low range of interpersonal relationship skills. They may not be very effective in building good rapport and trust with potential clients. If any problems arose, they may also not be able to draw on their relationship with the client to smooth things over.
Or imagine a boss who has low interpersonal relationships skills. Add in that they score very high in self-actualization. They may be the type of boss that comes across as uncaring or only interested in what they want to achieve. Making very little connection with their staff and team. That does not sound like a great environment to work in.

In order for organizations to be dynamic, they need to evolve and respond to varied demands and changes in the marketplace. People who have higher levels of interpersonal relationship skills, are more likely to adapt. Being able to connect and maintain relationships, even when faced with challenging situations.

Ever worked with people who could be considered as "more difficult" to connect with? They may just not score very high on the interpersonal relationship scale. Being able to develop interpersonal relationships makes it more likely to connect and work with such team members. Building and maintaining good interpersonal relationships within the workplace is beneficial both for one's own well-being and the overall functioning of the team.

Challenging Interpersonal Relationships

Individuals who struggle with interpersonal relationships, may often feel lonely and may even be left out of the social gatherings of other members. They may feel that such a person is a drain on the "vibe" or "mood" of the rest of the group. This can lead to dissatisfaction in the loner and potentially to higher staff turnover as they feel like an outsider.

This type of person may find it difficult to work as part of a team. If they also fall into in the lower range for assertiveness, they may find it difficult to make their thoughts and suggestions known to other members of the team. They may prefer to work on and solve problems alone. Not utilizing the available resources and help available from other staff members. Other team members

may also avoid them as they are difficult to approach. Resulting in a more stressful work environment.

Importance in Leadership

As a leader, it important to be able to bring one's team together and create "esprit de corps." Leaders with the ability to develop good interpersonal relationships can affect change more easily and bring their staff on board with new proposed plans. They tend listen to the needs of the team. They are also usually more listened too, as a result of creating a mutually beneficial relationship of know, like and trust.

A leader that struggles with building interpersonal relationships may find it much more difficult to build rapport and trust with their staff. Struggling to communicate the organization's vision. Leaving staff less invested in their job and potentially not understanding what they should be doing within their role.

People generally don't like to work for someone who has poor interpersonal skills. They may not give their very best and will not go out of their way to take on tasks that may be out of their normal scope of work.

"I expect to pass through this world but once. Any good therefore that I can do, or any kindness that I can show to my fellow-creature, let me do it now. Let me not defer or neglect it, for I shall not pass this way again."
- William Penn

It cannot be understated how important it is to develop positive interpersonal relationships in the workplace for the overall benefit of staff and the organisation.

Empathy

Empathy relates to how well a person is able to recognize and understand how someone else is feeling. Being able to "put yourself in their shoes" and see things from their perspective. This does not mean to feel sorry for them, but rather to appreciate what they might be experiencing.

Empathy is not sympathy. Sympathy is feeling sorry with and for someone. This could potentially keep them at victim of something having happened to them for longer. Empathy allows one to understand how and why they may be feeling a certain way, but not necessarily feeling that same feeling for them.

"The best relationship is one in which your love for each other exceeds your need for each other."
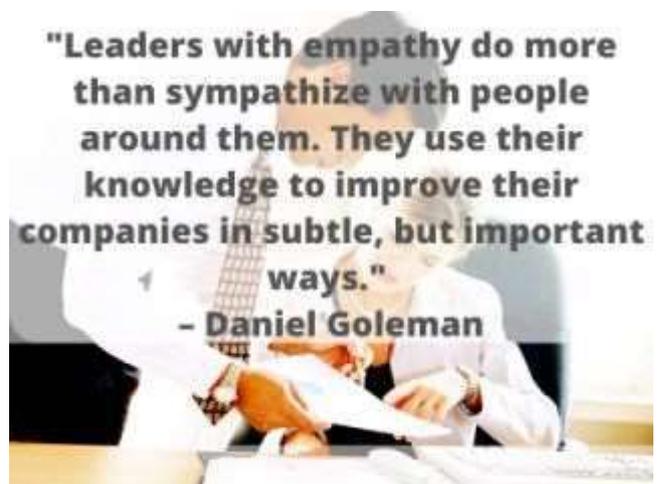*- Dali Lama*

Higher Range vs Lower Range Empathy

Imagine the following situation - A staff member has a mother that is terminally ill and close to passing away. They ask their manager if they could work from home some days, as it would help them to be closer to their mom and to help with her care. "Even if it is one day a week, I would greatly appreciate it." The manager does not respond much, other than a nod and a grunt to say yes.

The manager in this case may not be that concerned about the staff member working from home as they always get their work done on time. Rather, the manager just does not exhibit any empathy and is insensitive to the emotional needs of the staff member. He is rather dismissive instead of coming across as caring and understanding.

People who score in the higher range of empathy are able to see beyond their own feelings and look at situations from another's perspective.

"Leaders with empathy do more than sympathize with people around them. They use their knowledge to improve their companies in subtle, but important ways."
– Daniel Goleman

They are:

- Sensitive to the feelings of others.
- Able to anticipate and understand the reactions of others.
- Easily pick up on social cue's and react accordingly.
- People orientated and can prioritize emotions and feelings over facts.

People who score in the lower range of empathy are likely to focus on their own perspective and may struggle to understand other people's views.

They are more likely to:

- Find it difficult to understand other people's feelings.
- Have difficulties relating to others and be surprised by another person's reactions.
- Misread social cues leading to misunderstandings.
- Prioritize facts over feelings and lack compassion.

Impact On The Workplace

Empathy can be an important trait to foster. Particularly in the development of interpersonal relationships. Empathy relates positively to job performance, as it improves our interactions with others, leading to more effective communication and positive outcomes. It can also be very important in managing disputes in the workplace as one can see the issue from another's point of view.

Those who fall within the higher range of empathy are likely able to build good interpersonal working relationships and are likely to:

- Be aware of how their team members feel within their working roles.
- Be interested in helping and supporting colleagues who are experiencing difficulties.
- Want to help their colleagues resolve any issues that may arise.
- Desire to resolve any workplace conflict amicably with the aim of maintaining positive and productive workplace relationships.
- Work well with people within and outside their organizations, building positive relationships and more intuitive communication.

People who have high empathy in the workplace tend to approach their colleagues with support and sensitivity. Honing an open and responsive workplace atmosphere.

People who fall in the lower range of empathy in the workplace are more likely to struggle in understanding the feelings of their colleagues and they could potentially:

- Come across as not caring or realising if they upset colleagues or clients.
- Struggle to read social cues and be insensitive to colleagues' feelings leading to misunderstandings and challenging interpersonal relationships.
- Have difficulties in using their intuition and they may struggle to communicate effectively. Unable to vary their communication style depending on who they are talking to.
- May not understand why and if a colleague is facing difficulties, and then not knowing how to help them resolve it.

While high empathy may seem a very positive and preferable trait to have, difficulties can arise when someone is over empathetic. Example, prioritizing another person's feelings over and to the detriment of oneself, or what is necessary to do for the benefit of the organisation. They may put more energy into friendships and discussing personal issues with colleagues, than focusing on their work.

"Leaders with empathy do more than sympathize with people around them: they use their knowledge to improve their companies in subtle, but important ways."
– Daniel Goleman

Impact In Leadership

Leaders who are empathetic are more likely to connect and appreciate their team. Creating better relationships and give individual direction and support. They are more likely to care about the well-being of their staff and the success of their team. If difficulties arise their aim is likely to resolve issues in a productive way. They understand that a positive resolution to both personal and work issues will result in better team performance. A staff member that feels "understood and appreciated" is more likely to give more and not just be a clock watcher.

It is however very important that leaders balance the needs of their staff, with the needs of the organization. A leader that focuses more on the feelings of staff, may neglect the needs of the organization. They may also struggle to give constructive feedback to staff, as they don't want to hurt their feelings. Imagine someone who is in the higher range empathy, high interpersonal relationships and low independence. They might struggle to make difficult decisions that would benefit the organization but may be hard for a team member. The leader may allow poor workplace behaviour to continue without addressing this due to being over-sensitivity to the team member's needs.

On the other hand, leaders who score low in empathy may struggle to understand their team members and find it more difficult to build positive interpersonal relationships with them. They may not recognize when staff members are experiencing personal or professional difficulties.

Imagine a leader that scores high in self-actualisation, low in emotional-expression and low in empathy. They may find it challenging to give constructive feedback without coming across cold, blunt and uncaring. They may not know how to help their staff manage the emotional consequences of critical feedback. This could potentially create a resentful workplace dynamic that harms the organization. Team members may even leave the company as they their manager is not a "people person."

Improving Empathy

We have seen that empathy is important in the workplace as it fosters understanding and trust between people. Whether it be leaders and staff members, or staff with clients. With appropriate empathy, the organisation benefits as people are able to connect and understand each other much better and at a much deeper level.

Whilst this might sound "fluffy," it is the basis of good, productive and lasting relationships. Both with colleagues and clients. As a leader, it is especially important to build and hone one's empathy skills in the current times.

Social Responsibility

Social responsibility relates to having concern for the welfare of those in the wider society, and the overall environment. It is about working towards a greater good. To both actively and willingly contribute and help within one's own closer social groups.

"Be the change that you wish to see in the world."
- Mahatma Gandhi

Higher vs Lower Range Of Social Responsibility

People with higher social responsibility often appear to be more cooperative as they get actively involved in the groups that they are a part of. Contributing to the overall group success, as they care about how well the group functions as a whole.

They are often:

- Responsible and dependable.
- Feeling genuinely concerned about individuals within a group and how well they fit into a group.
- Understand the dynamics within a group or social team and able to communicate more effectively with others in the shared group.
- More committed to helping the group succeed and achieve.
- Able to adapt to changing social situations and follow through on the group projects.

Those who fall in the lower range of social responsibility are less likely to want to integrate themselves within a group and they appear to be less inclined to contribute to the wider society.

They are usually:

- Hesitant to involve themselves in group activities and don't want to take on roles of responsibility within a group.

"Be the change that you wish to see in the world." - Mahatma Gandhi

- May struggle to follow through on group activities.
- Concerned more with the self rather than the wider group.
- Not necessarily invested in the success of their social circle/ groups.

Affects In The Workplace

Whilst reading the article, ["The Value of Humanity in the Workplace"](#) by Eric Mosley, I couldn't help to think about the value of emotional intelligence in the workplace.

There is so much mention of "corporate social responsibility," being bantered around these days. Often it is about what the organisation is doing to have a positive impact on the greater community. Are they donating to charity, recycling, employing people with disabilities etc? I think though that social responsibility certainly also should include how the organisation and its leaders, treat and engage with all their staff members.

Those who score higher in social responsibility are more likely to enjoy organizations where they are primarily working within a team. In fact, they are generally well suited to working in large organizations for this reason. For some people it is actually important to work in a group environment. They are likely to:

- Want to contribute to achieving company and organizational goals, whilst lessening any negative impact on society and the environment.
- Be interested in developing and contributing to ideas that can help the organization develop further.
- Feel a sense of achievement from contributing within a team and making group-focused achievements.

Those who score lower in social responsibility are more likely to achieve in roles involving less teamwork.

They could potentially:

- Thrive in lone working environments, especially where individual achievement is recognized, as they may struggle to work cooperatively in teams.
- May not take on the responsibility to help the team function well as a whole.

- May struggle to find their place in a team environment and lower its effectiveness.
- More focused on their own position within the organization and rising to the top. Potentially to the detriment of others in their team.
- They may prefer to act independently and struggle to commit to others.

While we probably agree that having low social responsibility could be seen as a negative, there may be some people that see it as a benefit. Example a salesperson on a commission-based salary. They may feel that it is better to get the sale and move on. No matter what the cost or repercussions. However, in the long run, this will eventually have a negative impact on themselves, the clients and ultimately the organisation.

The client will feel mis-sold. The organisation gets a bad reputation, and the salesperson will no longer be employed. So, whilst on the face of it, the salesperson in this case may think it is better to not care, they actually do themselves a great disservice.

Impact On Leadership

Leaders are usually responsible for the group of people that they lead. Those who score higher in social responsibility, are more likely to encourage their teams to work together productively. Helping their team achieve and to empower them where possible.

Leaders who fall in the lower ranges of social responsibility may struggle to be effective in their leadership roles as they may not take an interest in how well their team is doing, or not have the desire to help them to achieve their best. Example, their focus could be so results-driven, without any thought on how to productively help and support their team to achieve those results. Leading to staff burnout or higher staff turnover. Team members could feel isolated and that they are under appreciated. Especially example, if the leader is low in social responsibility, low in empathy and high in self-actualisation.

Workplace Example

Imagine a team that scores very high social responsibility and the manager scores low in this area. Imagine that they work for a company in the care industry. Whilst the team members will go out their way to help the people that they care for, the manager might be more focussed on the profits.

Checking timecards and the amount in resources spent. The staff may feel that there is a disconnect with the manager and them. Doing what they love and feel as a calling. Whilst he is all about the figures and profit margins. Ultimately, this will lead to resentment between the staff and manager.

The same is true if the roles were reversed. The manager scores high in social responsibility, whilst a team member scores very low. The manager may feel that the staff member is only there to get paid but does not really care for the people in their charge.

In this particular example, understanding both the organisations and the staff members values would be vitally important in this type of environment. Ensuring that the right people get hired for the positions they are expected to fill. This is actually true for most businesses, although it sometimes appears to be a dream world to get the values of all the staff member and that of the organisation aligned.

"If a free society cannot help the many who are poor,
it cannot save the few who are rich."
- John F. Kennedy

In order to improve and enhance social responsibility within the workplace, it's important for team members to take an emotional intelligence assessment to understand where they currently fall on the scale. Social responsibility is an attribute that can be nurtured and increased.

Problem Solving

Problem Solving is the first of the three subscales that relate to "Decision Making."

Decision making refers to how someone understands the impact that emotions have on, and how to use those emotions in the process of making decisions. Also, whether they can resist emotional impulses that may affect the decision-making process to make rational, and not emotionally charged decisions.

Problem solving is one's ability to find appropriate solutions to problems that are emotionally charged. It is important to recognise that emotions impact on the decision-making process.

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."
- Viktor E. Frankl

Higher Range vs Lower Range Problem Solving

Someone that measures in the higher range of problem-solving, is more likely to be able to manage their emotions appropriately when faced with a emotionally charged problem.

They tend to:

- Be able to effectively identify the real problem at hand.
- Gather the necessary information before making a deliberate decision.
- Weigh up all the pros and cons in how to deal with and solve the problem.
- Try to resolve problems in a calm and collected manner without getting frustrated, by considering the situation systematically and logically.

"One cannot solve our problems with the same level of thinking that created them"
- Albert Einstein
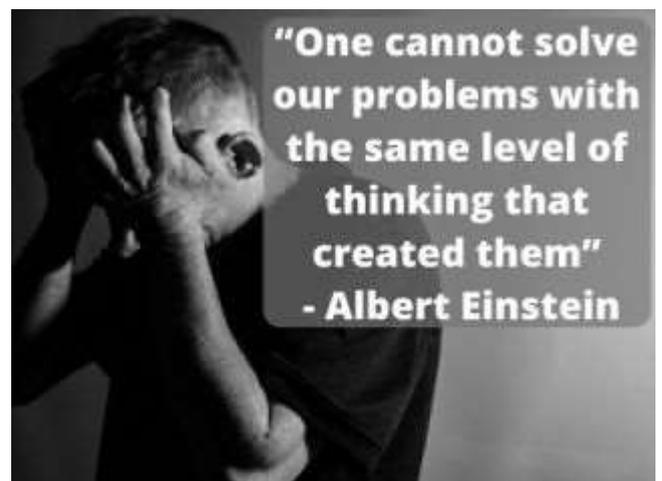
People who fall in the lower range in problem solving are more likely to get emotionally hijacked and have their emotions influence them when facing challenges.

They tend to:

- Jump to conclusions and into solutions before fully analysing the situation to find the most effective way to deal with the situation.
- Use haphazard strategies that may not lead to the resolution of a situation.
- Prefer that someone else makes the decisions instead.
- Get caught up in and worry more about the problem at hand than putting energy into solving it.

It is important to understand that emotions can and do affect how we make decisions. As well as the quality of those decisions. Consider needing to make a very important business decision in both the following situations.

- Everything is going really well with your family and everyone is healthy.
- You have a child who is laying in a hospital bed and just about to have a heart transplant and the specialist is not sure that they will survive.

You are probably going to be able to make a more intellectual and balanced decision when everything is going well at home. That is not to say it is only our home environment that plays a role in decision making. Other environmental conditions also impact our emotional state and decision making.

Impact In The Workplace

The ability to problem-solve is a key skill in almost any environment. How an individual approaches and deals with challenges, will determine whether an effective resolution to the problem can be found. Problem solving also closely relates to the level to which a person may be promoted to. Unfortunately, we often see people being promoted to their incompetence. Meaning, someone may be a good staff member and do well in their current role as a technician. However, they may get promoted to manager and then be terrible in that position. This is not because they changed overnight. Rather, they do not have the required skills for that position, as it was not necessary in their previous role.

Or imagine a time-sensitive problem that has come up. How leadership and the team deal with this problem will be dependent on where individuals in the team are in the problem-solving spectrum.

In this example, leaders high in problem-solving managing a team also high in problem-solving will likely all get together, calmly discuss the problem, and collectively brainstorm ways to resolve it. This strategy is more likely to help effectively solve the problem in the time they have available to them.

Alternatively, if a leader low in problem-solving skills faces the same issue. It's possible that due to the time constraints, they panic. Leading them to demand results and actions from their team that may not be realistic or possible. Staff may become stressed and not function at an optimal level. Alternatively, they may even shut down and give up. Saying that it is impossible to solve the issue in the time available.

When someone has well-developed and positive problem-solving abilities, they are likely to create a team that is more motivated, focused, and dynamic to deal with challenges.

They will potentially:

- Seek out the best opportunities to help the organization solve some of its problems.
- Understand when they need help from their colleagues to solve a problem.
- Weigh up all the information and check the validity of actions and outcomes before making decisions.
- Gain a sense of achievement through successful problem solving.
- Understand the most important tasks to deal with first for the greatest impact. Dealing with things in order of importance.

Individuals that fall in the lower range for problem-solving skills may struggle to effectively manage challenges and change in the workplace.

They could potentially:

- Allow workplace pressure and emotional stressors to influence their decision-making.

- Struggle to listen to colleagues' ideas about the problem as they may not be willing, or able, to think about the problem logically themself.
- Can be easily swayed and be flaky in making decisions.
- The solutions they decide on could be different depending on their emotional state at the time. Effectively allowing their emotions to colour their reality in the moment.
- They may rush into decisions which they may later regret.

Impact In Leadership

Price Waterhouse Coopers put out a report <u>"20 Years inside the mind of a CEO. What's next?"</u> in which CEO's rank "problem solving" as the number one required skill.

Management and leadership should present as a good example for the rest of their team. Leaders who display high problem-solving skills also encourage their team to use their own problem-solving abilities. Being aware to not let emotions get in the way of doing what is right and best for everyone involved. Tackling any situations in a calm way, without getting caught up and overwhelmed by personal feelings. This will likely mean that the leader has a clear and logical approach. Stress and other emotions experienced in the workplace are managed appropriately and don't influence how they approach solving problems.

Leaders who fall in the lower range in problem-solving may approach difficulties in an overly emotional way. Example, being overwhelmed by stress and anxiety. Leading to poor decision making. Rather than focusing on what needs to be done, they get distracted by the shiny new object syndrome. Or worse, get stuck with indecision and not move ahead with projects. Their team members and staff may pick up on their panic and stress. Resolutions identified could be a knee jerk reaction, rather than a well thought out plans.

Leaders who have lower problem-solving skills may also find it difficult to accept advice from their staff. Potentially ignoring good advice because they themselves are unable to clearly consider the situation at hand for what it is.

"One cannot solve our problems with the same level of thinking that created them."
- Albert Einstein

Improving problem-solving

Every one of us is faced with certain challenges on a day-to-day basis in our personal lives and our careers. This is also true for organisations as a whole. Companies face certain problems daily as well. From increasing profits, to retaining market share, to hiring the right staff etc.

One's ability to manage these challenges will ultimately impact on the overall success and happiness of people and the organisation. Problem solving is a key skill for both leaders and team members.

Reality Testing

Reality testing relates to how well one can remain objective about what is going on in the world around them. Example will a person be able to recognize when emotions or personal bias influence their objectivity or acknowledge the situation for what it is. Being able to recognise it both in themselves and in others.

Someone who is able to see how their emotions influence their subjectivity to reality can be said to fall into the higher range of reality testing. Someone who fails to see a situation for what it is, may score lower in the range of reality testing.

There is a difference between looking for a silver lining, and someone who might be either over optimistic or over pessimistic.

"Humans see what they want to see."
- Rick Riordan

Higher Range vs Lower Range Of Reality Testing

Those who fall in the higher range of reality testing generally have a well-adjusted and grounded understanding of the world around them. They tend to:

- Stay in the here and now, rather than tune out and daydream about what it could be.
- Make accurate assessments of situations.
- Make decisions based on factual evidence as it is presented.
- Are aware of their environment and life conditions. Keeping things in perspective.
- Understand that emotions may impact how they perceive a situation.
- They can manage their feelings and emotions appropriately when making decisions.
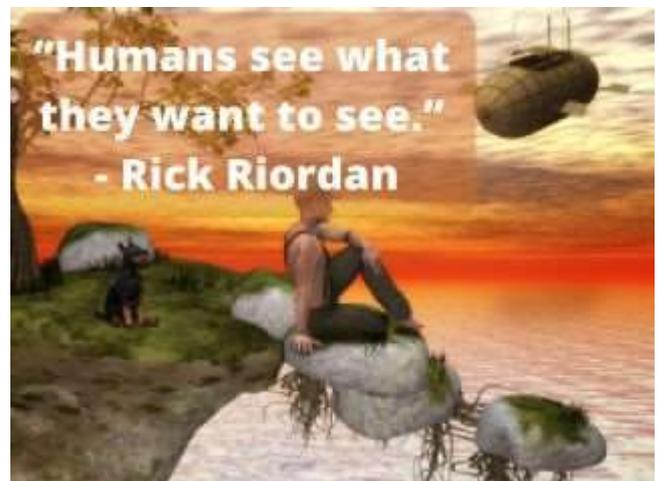
Someone who measures in the lower range of reality testing may not always have a grounded view of reality. They could potentially:

- Tune out of their current reality and only see things from one point of view.
- May see things how they wish to rather than how they actually are.
- Make decisions based primarily on their emotions and thought patterns.
- Be impractical or set unrealistic goals.

Impact In The Workplace

Can you think of someone who always takes anything that happens as a sign that things are going to go wrong? Or maybe someone who will only leave 5 minutes to get to an appointment that is 30 minutes away. Thinking that everything will be ok, and they will get there on time?

The ability of staff and leadership to make realistic decisions will have a big impact on how successful an organization can be. Unrealistic decisions are likely to result in greater failures hindering the overall progress for a business.

Those who are higher in reality testing are likely to:

- Know what is expected from them and their job role.
- Be able to separate their emotional and personal difficulties from their behaviour and decision making.
- Have a good understanding of their own abilities.
- Less likely to overreact to difficult situations or underestimate challenges.
- Understand that their perspective may be different from that of their colleagues and take this into account. Looking at all the facts.

Staff who score in the lower range of reality testing could potentially:

- Allow their emotional state to interfere with how they perceive their work and colleagues. Example, not accepting and implementing a good idea from someone else that they don't like.
- Have an unrealistic understanding of their abilities and what they are capable of doing. Possible taking on more than they can handle.
- Overreact to difficult situations as they see the world as falling down around them, rather than simply dealing with the issue at hand as it is.

- They might over promise or misrepresent what the company or its products can do for the clients.
- Struggle to interpret their role within their team or any direction from leadership. Not knowing the boundaries.
- Potential bullying or make undesired sexual advances.

"It is hard to know the objective truth of situations. Each of us sees only one side (our own) of every interaction. Reality is often more complex than our simple senses are capable of appreciating."
- Harry Mills, PhD

Impact In Leadership

Leaders that fall in the higher range of reality testing are likely to have the ability to play devil's advocate. Being able to take ideas and see them from multiple points of view. Imagining what might both go right, as well as potential problems that may arise.

They can understand the perspective of their staff and don't just get caught up in their own feeling or point of view. They will set challenging yet achievable goals for the team. They are also better at finding balance between ambition and the reality of the task at hand. They are more open to seeing if they have all the information available before making a well-thought-out decision. They will also understand the risks of taking certain decisions and whether the risks are worthwhile.

Leaders who fall in the lower range of reality testing, may struggle to see the perspectives of others. Only approaching a situation in their own way regardless of how it impacts their staff. The Frank Sinatra song comes to mind, "I did it my way."

They may set unrealistic goals that set themselves or their team up for failure. Example a sales manager who expects to capture 50% of the marketplace within 30 days, with their brand new, untested widget. Whilst there is an industry leader who already captures 90% of the market with a tried and tested alternative. This can be demoralizing for staff and can ultimately affect the progress of the organization.

They may also struggle to see how their emotional state can affect their ability to make decisions. Imagine the following example. A leader who is panicked by

a situation at work, may make a bad decision based in fear. A knee jerk reaction so to speak. Rather than considering the risks or other potential repercussions of their decisions, they act and create further problems. Or they unconsciously project their own limitations on to their team. Instead of taking time to evaluate the situation and potentially seeing it as an opportunity to pivot or grow.

Sometimes it takes the ability to think 'outside of the box' to make good progress for an organization. If a leader is "too" grounded in reality, they may struggle to visualize possibilities and solutions that are productive. Dreamers have created some of the most extraordinary inventions in our world. We need dreamers. We just need them in the right places. It can sometimes be difficult to find the balance between safe decisions and risk-taking.

Impulse Control

Impulse control relates to one's ability to resist impulsive or thoughtless behaviour before acting. By delaying reacting, one can choose a more appropriate response, rather than a primary reaction. It's also the ability to weigh up options and consider the validity of the actions and the current situation.

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."
- Viktor Frankl

Higher Range vs Lower Range Of Impulse Control

High impulse control is associated with the ability to be restrained when impulses or temptations arise. Someone with high impulse control is often better able to analyse a situation and their feelings, before acting in some way. Thus, being able to consider the implications of their response, rather than potentially regretting expressing it thoughtlessly.

These are more likely to:

- Have a more composed demeanour and appear more patient.
- Have good control of their emotion expressions and better able to resist impulsive behaviour.
- Have a higher stress tolerance and manage feelings of frustration maturely.
- Be better at negotiation as they can be more level-headed and don't let feelings get in the way.
- Able to delay gratification for a more appropriate time in the future. (You may be familiar with the Marshmallow test?)

"You will become as small as your controlling desire, as great as your dominant aspiration."
- James Allen

Lower impulse control is associated with individuals who are highly reactive to their own emotions and situations around them.

They are likely to:

- Potentially overreact to situations, especially when highly aroused.
- Struggle to manage feelings of anger and frustration maturely and may take these feelings out on others.
- Be more explosive and unpredictable, which leads to uncomfortable relationships with others.
- Behave abusively or be inconsiderate of others in certain circumstances.

Impact In The Workplace

Have you ever been in a meeting or talking to someone and as soon as their phone notifies them of a call or message, they are super quick to answer? It indirectly suggests that, that communication is more important than the one with you. It can come across as very rude.

Managing one's impulses can be very beneficial for both personal and career success. It is very important to consider and be aware of how one's emotions and actions can affect and influence the actions and behaviours of those around you.

Someone with higher impulse control is often very good in problem solving roles like mediation, negotiation, project planning, sales etc. They are very careful to consider benefits or any other implications of their decisions.

High impulse control could be seen as necessary for a calm and productive workplace environment. Colleagues with high impulse control are more likely to be better communicators and they are more likely to be sensitive to others.

They are more likely to:
- Remain calm under pressure at work.
- Respond to difficult colleagues and challenging situations without becoming outwardly hostile or aggressive.
- Come up with ideas and resolutions to challenges instead of reacting thoughtlessly.
- Carefully consider colleagues opinions and ideas and willing to work harder for a better or more appropriate outcome.
- Often appear more present and make others feel calmer in their presence.

Low impulse control on the other hand, comes with a number of challenges. Making it harder for individuals to be productive and for teams to work well together.

People who have lower impulse control are more likely to:
- Outwardly display frustration and aggression when under pressure at work.
- Struggle to consider the consequences of their decisions. This can lead to unnecessary and costly mistakes.
- Struggle to listen to their colleague's ideas as they just follow their own tune.
- Struggle to separate their emotions from their behaviour.
- Make other colleagues feel stressed around them because of their unpredictable behaviour.
- May act out on certain urges. These may include unwanted sexual advances, bullying, poor jokes and fun made of others, etc.

Impact In Leadership

Imagine a manager who just sends out a blanket email for everyone to stop eating at their desk, because they feel like people are wasting time and not as productive as they could be. However, some staff members eat at their desk because they like to catch up on emails over lunch. Or others that eat something now and then because they have low blood sugar etc. The managers aim of getting people more productive, actually backfires and some staff members complain. Perhaps the manager should have spoken to underperforming members individually to understand what challenges they may be facing. Rather than impulsively bringing in a rule that does more harm than good.

Leaders who are high in impulse control are likely to give a sense of stability and emotional safety to the workplace. They can manage difficult situations maturely and without aggression. Communicating more effectively and unemotionally, in a non-intimidating way. This type of environment tends to be better suited to encourage and empower staff to produce better results.

When leaders display impulse control, they also consider the impact of their decisions on others and are less likely to make rash decisions. This kind of approach is more likely to result in successful outcomes. Making better decisions that are well thought out before action.

It is not just about scoring high that makes one better than another.

In business we most often want to make the best decisions, based on proper evaluation of the potential outcomes for those decisions. However, in some circumstances, there is a need to act quickly and to make decisions with the information one has on hand.
Someone who scores high in impulse control and low on independence, may not be able to make quick decisions by themself. Thus, letting opportunity go by, or not be able to make decisions to stop potential problems quick enough.

On the other hand, someone who scores low on impulse control, low on reality testing and low on problem solving, may make very poor decisions when under the same stress. Neither of these 2 people may necessarily make the best leader.

Leaders being in the lower range of impulse control can make them more unpredictable. Potentially creating a tense working environment. This type of leader may struggle to make appropriate decisions for their organisation or team. They may struggle to listen and accept the opinions of others. Or may find it difficult to consider the consequences of their choices.

"You will become as small as your controlling desire, as great as your dominant aspiration."
- James Allen

It's clear that impulse control is important to help ensure that well thought out decisions are made. Low impulse control could potentially be very costly to an organization.

Flexibility

Flexibility is one of the three subscales of stress management. As the name suggests, stress management relates to how well someone can cope with stress. It is how they deal with emotions in relationship to change and possible unpredictable circumstances. Whether they stay optimistic when facing setbacks and obstacles, or what overall impact it has on them.

"For things to change, you have to change. For things to get better, you have to get better. For things to improve, you have to improve. When you grow, everything in your life grows with you." - Jim Rohn

Flexibility specifically relates to one's ability to adapt and manage the various types of situations and change that may arise. It's the ability to behave dynamically in unpredictable circumstances.

It is possible that we have more flexibility in different circumstances or areas of life. Example, someone may be very rigid in their way of thinking at home, but much more flexible at work. Change is inevitable. It is a fact of life. How one deals with that change is up to oneself. One of the presuppositions of NLP is "The person or system that has the most flexibility of behaviour will control the situation."

Higher Range vs Lower Range Of Flexibility

Someone who is in the higher range of flexibility is more likely to effectively cope with changing and challenging situations.

"It is not the strongest or the most intelligent who will survive but those who can best manage change."
- Charles Darwin

They are more likely to:

- Enjoy being in different environments and around different types of people.
- Seek out new experiences and challenges.
- They know how to adapt their behaviour to changing circumstances.
- Open and accepting of the views of others which may be different from theirs.
- Better able to manage and regulate their feelings in various situations.
- Able to adapt their communication style to different people.

Someone who falls in the lower range of flexibility may find it more stressful when situations unexpectedly change.

They are more likely to:

- Prefer a stable environment and they find unpredictable circumstances uncomfortable.
- Have more rigid thinking and emotional responses to situations.
- Have a more rigid belief system and may struggle to understand or accept other's beliefs if they differ. They may find it difficult to acknowledge when they are wrong or to accept a different way of thinking.
- Feel like they have less options for behaviour and less able to adjust their emotional responses to changing circumstances.

Impact In The Workplace

It can certainly be said that 2020 was a year of great change. Many people and organisations had to change in how they did business. Example, working from home, social distancing, changing careers, losing jobs etc. Some businesses changed their product lines to cope, others changed suppliers or ways of servicing their clients. Some people lost their businesses and had to close down due to the Corona virus and had to make big career changes.

In most organisations, individuals will be faced with unexpected and changing situations. Their level of flexibility can be a significant factor in how well this is managed.

Change happens, so it is important to have the ability to think on your feet or change direction when necessary. Customers change. Products change. The marketplace changes. Clients and team members change. Organisations require resilience from their staff to weather change.

Someone who is in the higher range of flexibility is more likely to:

- Get along with colleagues with varied personalities.
- Network effectively within and outside of the organization.
- Able to keep up with a changing situation without it becoming overly stressful.

- Adapt to their job role and delivery when necessary, and they able to start new projects or suggest new ideas.

Someone who scores in the lower range for flexibility is more likely to:

- Struggle to adapt their communicative style to colleagues or people outside of their workplace.
- Prefer to follow certain ways of doing things and prefer routine and struggle to adapt to a changing job role or description.
- May struggle with changes like new systems, procedures etc.
- Leave their job if there is too much change.

"We cannot solve our problems with the same thinking we used when we created them." - Albert Einstein

Impact On leadership

Flexible leaders are more likely to encourage staff to contribute new ideas and ways of working, leading to better productivity. They see the value of fresh ideas and welcome change when appropriate. Flexible leaders understand that they lead a team of different individuals and as such need to adapt their own communication style and approach to each team member. What motivates one person, does not necessarily motivate another. Different situations require different behaviours and approaches.

There are downsides to a leader who is overly flexible.

As we mentioned, change is inevitable. However, change for change's sake does not serve anyone. If the organisation continually changes the way things are done, or one day does it this way and the next day a different way; it is both confusing and potentially frustrating for everyone involved. From clients to suppliers to staff. If a sales director continually changes the sales targets, or the target audience, then the sales staff can get confused or even demotivated. It is impossible to hit continually changing goals. A leader who is always seeking out change and looking to do things differently may reduce some of the benefits that stability can bring.
Too much change can make staff members feel anxious and 'burnt out' as they have to use too much energy to adapt to new ways of working. This could be especially stressful for staff who are less flexible.

Low Flexibility In Leadership

Keeping things the same and having a stable working environment does have its own benefits. However, when leaders are too inflexible and not open to change, things can become stagnant, and productivity reduced.

Leaders low in flexibility may become overly stressed and anxious when unexpected situations arise. This stress may hinder their ability to manage situations and ensure that they direct their team effectively. If they are also low in impulse control and low in problem solving, they may find change almost impossible to deal with. Shouting at staff, potentially making bad hiring and firing choices, demoralising their team etc. Have you ever had a boss that often lost his temper when he was under stress? Then took it out on you or other members of staff? I am sure you can imagine that would not be the happiest working environment.

"It is not the strongest or the most intelligent who will survive but those who can best manage change."
- Charles Darwin

Flexibility is important for both management and staff if they want to adapt to the ever-changing world around them.

Stress Tolerance

Stress tolerance relates to how well someone is able to cope with stressful situations. Does the person feel that they can positively affect the outcome and change the situation? Do they effectively manage the stress, or do they become overwhelmed and unable to function? These stressors can come in many forms. From the constant bombardment of instant messages and emails to more global issues like a pandemic. Then there is the rate of which change happens all around us in the modern world.

> *"What would you attempt to do if you knew you could not fail?"*
> *- Robert Schuller*

We know that stress plays a huge part in many people's lives. In and of itself, stress is not a bad thing in the right measure. However, each person has their limit as to what they can handle and how they deal with stress. Emotional intelligence goes a long way to mitigate the impact of stress and how to effectively deal with it.

Higher Range vs Lower Range Stress Tolerance

Those who fall in the higher range of stress tolerance are able to experience stressful situations without letting it overwhelm them. They are more likely to:

- Have effective and mature coping mechanisms.
- Be calm and collected even when experiencing high stress.
- Be confident in their ability to manage challenges and change.
- Maintain a sense of control.

Those with a lower level of stress tolerance will find certain situations more stressful and difficult to manage than someone who has a higher stress tolerance. They are more likely to:

- Experience higher levels of anxiety when faced with stressful situations.
- Be more reactive as opposed to proactive under stress.

"For with God all things are possible."
- Matthew 19:26

- Not have the necessary internal resources and mechanisms in place to deal with and resolve the stressful situation.
- Higher risk of stress affecting their physical and mental wellbeing.

Stress At Work

Stress in the workplace is a very big problem, affecting millions of people in various industries and professions. An article in Mental Health UK said that 74% of adults in the UK have experienced stress in the last 12 months. The figures differ slightly between men and women, as well as in different age groups. Not only does stress negatively affect mental and physical health, but it is also very costly to organizations. With employees having reduced performance and increased absenteeism. Then there is often the additional costs of new hiring and training to stand in for employees that have been booked off due to stress.

All workplaces will generate some level of stress at all levels of the hierarchy. How staff members manage and tolerate stress will determine if they can do their job effectively and the impact it has on their and the organisations overall performance.

Impact On The Workplace

It is important to consider both the job role and the potential person who will be doing that role. Managing the stress tolerance of the person with the perceived level of stress in that role is vital. It can be very costly to hire someone who has a very low level of tolerance for a high stress position. Example, someone who has a low level of stress tolerance may not be the best person to be the air traffic controller at Heathrow airport.

"Never give in - never, never, never, never."
- Sir Winston Churchill

Someone who has a higher level of stress tolerance may:

- Manage difficult working situations more effectively.
- Be more confident in the work they do and in expressing their views to the team and management.
- Less prone to stress related illness and absenteeism.

- Be more confident in stepping outside their comfort zone.
- Better at setting and achieving challenging goals.

Those with a lower stress tolerance are more likely to have higher levels of anxiety. They are more likely to:

- Be less productive when faced with adversity.
- Find it difficult to work with someone who is more direct and less caring.
- May be less likely to effectively lead a team if they even want to.
- Be more erratic depending on their own and environmental stress level.
- May try to avoid tasks that are outside their comfort zone and do new things that challenge them.

"If you want to increase your success rate, double your failure rate."
- Thomas J. Watson

The Effects On Leadership:

It is probably better that anyone in a leadership position has a higher level of stress tolerance. Working with and managing a team of people brings its own challenges. One should be able to successfully juggle multiple tasks, work with different personality types, have work pressures from both superiors and staff and much more. All the while trying to do your own work. It is not that leaders with higher stress tolerance do not experience stress. They are better equipped to deal with it. Directing their energy to resolving the cause of the stress, rather than getting caught up in the event itself.

Leaders who have a low stress tolerance, may feel stressed when they fear that their jobs are in jeopardy. That might be because of a new staff member or rising star, or it could even be due to the company making redundancies etc. One who feels at risk of losing their power is more inclined to stop sharing their knowledge, skills and other resources, as they want to try stay "indispensable." They may not trust those around them and start to become more closed off to collaboration. Or they may become hostile as they feel threatened of losing their position.

A team may not know how to respond to this, leaving staff on edge and not knowing what to expect. It may be difficult for staff to believe they can rely on

their leadership to direct them appropriately. This can lead to increased stress for staff which will impact their productivity.

A more relaxed leader fosters more relaxed staff and thus a less stressful working environment. This in turn can lead to staff staying in their positions longer and costing the company less money to replace. All in all, making the organisation more productive and profitable.

A manager who has a higher stress tolerance will likely assess a difficult situation calmly, choose a course of action and confidently direct his staff towards a resolution.

On the other hand, a leader who has a lower stress tolerance, when faced with the same problem may become overwhelmed by the enormity and responsibility of the task. This stress overwhelm may turn into anxiety which may prevent them from thinking clearly. Struggling to consider the best way forward or how to direct their staff appropriately. They may also second guess the decisions they make, which does not instil confidence in their team.

"For with God all things are possible."
- Matthew 19:26

A healthy level of stress tolerance is essential. Some positions and environments require a higher level than others.

Optimism

Optimism relates to one's attitude and outlook on life. Your perception of possible future outcomes and to maintain positive, resilient and hopeful even in the face of adversity.

Being optimistic about life is generally a good thing. However, we must also balance a potential optimism bias and realism. Optimism bias would be someone's tendency to overestimate the likelihood of having a good outcome to the detriment of certain facts and outcomes. A more extreme example would be if I put my naked hand into a fire and I am optimistic that it will not burn.

Most people have a general optimism bias which is much healthier of course. Having a good balance of optimism and realism does not equate to pessimism.

"Optimism isn't a passive expectation that things will get better, it's a conviction that we can make things better."
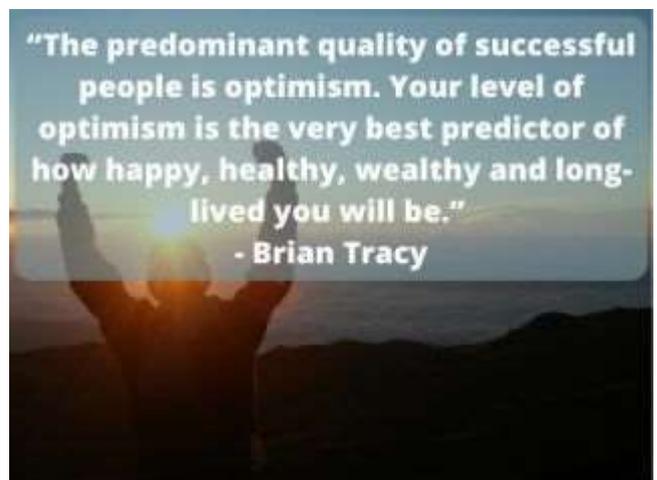*- Melinda Gates*

Higher Range vs Lower Range Optimism

Someone who falls in the higher range of optimism tends to have a more positive and hopeful outlook on life and challenging situations.

They may:

- Greater overall feeling of contentment and a hopeful approach to a positive future.
- Look for the silver lining and confident that there is a way forward.
- Less fearful about the future and possible challenges.
- Be more aligned with goal setting and belief in achieving them.

"The predominant quality of successful people is optimism. Your level of optimism is the very best predictor of how happy, healthy, wealthy and long-lived you will be."
- Brian Tracy

On the other hand, someone who falls in the lower range of optimism is more likely to let life's challenges weigh them down.

They may:

- Lack confidence to face adversity.
- Allow fear to control their life and choices.
- Be pessimistic and get caught up in thoughts of potential negative outcomes.
- Be less hopeful that challenges can be resolved and even lead to positive outcomes instead.

Impact In The Workplace

The overall optimism of a team will have a great impact in the workplace. Both in the overall culture of how they face challenges as well as the general outlook and potential of the organisation. If one does not believe that you are able to solve a problem, it is easy to become despondent. The same is true for the organisation that you work for. If you do not believe in the overall advantages that the organisation brings to the marketplace, one could start to feel as a fraud in selling their products. Example, a salesperson selling widgets that he feels is inferior and will not improve his clients lives. Not only is it incongruent, but it may start eating at their conscience. Someone who is not optimistic in their outlook in their job will probably resign sooner rather than later or start to feel lots of stress.

Optimists are just as likely to face challenges and have setbacks as someone who is a pessimist. However, the optimist tends to face the challenge and look for the resolution and way forward. Optimism in the workplace will help teams be positive and enthusiastic when facing their work tasks. This is more likely to create more productive individuals and teams. Those higher in optimism are more likely to:

- Encourage other team members.
- Not dwell on their own or other's mistakes.
- Build positive relationships and look for positive traits in their colleagues.
- Not overreact to feedback and constructive criticism.

People who fall lower in the optimism scale, are less likely to feel that they can have and make a positive impact at work. They are more likely to:

- Find it more difficult to face challenges and setbacks.
- Criticize and break down colleagues for mistakes.
- Struggle to build positive relationships with colleagues and find common ground.
- More focussed on what could go wrong than what may go right.

When pessimism reigns, productivity wanes.

Impact In Leadership

Optimistic leaders are more likely to notice and bring out their team's full potential. They are encouraging and motivating. When staff make mistakes, they look to see how they can help the team member overcome the challenges whilst providing constructive feedback. This attitude fosters a positive workplace culture where staff feel confident and empowered to do their best.

It reminds me of a story I once heard. In the 1940's, a young IBM employee made a mistake that cost the company about one million dollars. As he believed he was about to be fired, he typed up his letter of resignation. He approached Thomas Watson, the founder of IBM, to hand him his letter. When he explained to Watson that he expected to be fired so decided to hand in his resignation, Watson had an amazing response. "Fire you, I've just invested one million dollars in your education, and you think I'm going to fire you?"

When a leader with high optimism faces challenges, they are much more likely to look for the 'silver lining' and focus on problem-solving.

- They help their staff to believe in possibilities.
- Encourage others to "make things happen."
- Look for opportunities in seemingly challenging situation.
- Look for lessons to be learnt from challenges to make things better in the future.

Leaders who struggle to be optimistic, may find it hard to rally their team behind them when faced with adversity. This is especially true if they overly focus on mistakes and potential difficulties. This may discourage staff and give them the impression that they can't achieve or do well.

Potential pitfall of being overly optimistic.

While optimism is generally very beneficial, there can be times when too much is not a good thing.

Example: Imagine a staff member that frequently makes very costly mistakes. A leader high in optimism may potentially overlook these mistakes in favour of trying to focus on things they do well instead. However, if the staff member is simply negligent and takes advantage of such a leader, the organisation will suffer the consequences. There may be potential financial losses, other members leaving, losing clients and more.

In another example, an overly optimistic leader may not know when to accept that a project isn't working or worth pursuing. One could imagine a gambler throwing good money after bad to try make up the losses. Hoping and wishing that it all works out.

"The predominant quality of successful people is optimism. Your level of optimism is the very best predictor of how happy, healthy, wealthy and long-lived you will be."
- Brian Tracy

Increasing Emotional Intelligence

Everyone can benefit from a high level of EI, from top CEO's to parents to teachers and everyone in between. It plays a key part in professional, social and personal success and your overall wellbeing and contentment in life.

Emotional intelligence is a flexible set of skills that can be learned and honed over time. Whilst some people naturally have a higher level of emotional intelligence, it can be developed in anyone.

This is important because if EI was innate, then that would leave many people at the effect of not having high EI and people would not try to develop emotional intelligence and further.

Book and street smarts can only take you so far. Emotional intelligence is often overlooked while being a critical aspect of the overall health and wellness of every individual. Emotions provide you with information to better pick up and identify social data. Then help you to deal with social situations through your actions, reactions and coping mechanisms. People vary in these two abilities and it is reflected in their adaptive behaviours. Some people do well in most social situations, while others struggle with social interactions.

So How Do You Increase EI?

It starts with a conversation to discuss your requirements and how we can serve you best. Once we agree on the appropriate way forward, you will receive a link to the online EQ-I 2.0 assessment.

The EQ assessment consists of 133 items and takes approximately 15 to 45 minutes to complete. On completion, the client will receive a detailed EQ assessment report. This is followed up with a 2-hour feedback session with their EQ Coach to discuss the results.

You will understand how your emotions interact with your thoughts and thus your behaviour. This understanding can lead to greater results in self and with working with others. As well as being able to create more effective and beneficial engagements in both the workplace and personal relationships.

The EQ-i 2.0 identifies the level of one's emotional and social functioning, whilst the EQ 360 assessment provides a more in-depth analysis and feedback. It is based on peer review feedback and analysis, by comparing various observer ratings (peers, subordinates, line-managers etc) with the individuals own EQ-i 2.0 self-assessment. This is very valuable to understand how an individual demonstrates their emotional intelligence in the workplace and how they are perceived by others.

Both the EQ-I 2.0 and the EQ 360-degree feedback can be used in conjunction with coaching, to benefit the organizational outcome. This is achieved by identifying and dealing with potential performance challenges. Enabling individuals to better recognise and manage their own emotions and the impact that has on their environment. This leads to enhanced performance, communication and improved relationships with customers, colleagues, and family members.

Why work with us?

We help to develop high performing leaders with emotional intelligence. Holding you accountable and making you think. Helping you to become the best version of yourself through 1-2-1 and group coaching.

We work with private and business clients, to help develop their emotional intelligence and self-awareness. This leads to happier, more fulfilled lives, better engagement, and increased performance in different areas of their personal and professional lives.

You are 100% responsible for how you respond to your thoughts & feelings. Let us help you be the best version of yourself.

To find out more about how your organization can benefit, contact us today for a no-obligation conversation.