



Emotional Intelligence in the workplace

Friends, you will never believe the coworker I encountered for my first experience back to work after an 8 year absence. You see while at work she would frequently become upset and rude not just towards me but other coworkers too. She was easily frustrated and refused reach out for help then would lash out to those who tried to help her. One day she even took her rage as far as throwing her work on the floor and yelling at her coworkers and in front of clients. This is of course unacceptable in the workforce but also a destructive work environment to be a part of. While I am happy to say that she is no longer with the company she really did show me how important emotional intelligence is in the workplace. This is story is just one example of a peer with poor emotional intelligence which is why we are going learn about emotional intelligence in the workplace and its significance. I have with me today my friends, Lianne from Kansas City **PAUSE FOR LIANNE TO SAY HI** Adolfo from headquarters in Hays, Kansas **PAUSE FOR ADOLFO TO SAY HI** and lastly in Novi from Jakarta, Indonesia **PAUSE FOR NOVI TO SAY HI** and I am your host Bethany joining you from Alabama beaches.

What is emotional intelligence?

According to Mental Health America it is the ability to manage both your own emotions and understand the emotions of people around you.



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So what is emotional intelligence? According to Mental Health America it is the ability to manage both your own emotions and understand the emotions of people around you.

High EI overlaps with strong interpersonal skills, especially in the areas of conflict management and communication - crucial skills in the workplace.

Employees who can self-regulate their emotions are often able to avoid making impulsive decisions - they think objectively before they act. They tend to operate with empathy and having understanding is a critical part of teamwork; being able to attribute someone's behavior to an underlying emotion will help you manage relationships and make others feel heard.

On an individual level, being aware of your feelings is the first step in not letting those feelings control you. Recognizing how you feel and why will help you to sit with those feelings and then move forward in a productive way.

**A 2020
study
shows us
that
emotional
intelligence:**

(Dambean, Gabor, 2021)

The level of emotional intelligence increases with age.


Women have a more developed emotional intelligence than men.

Correlates with workplace performance.

-EI increases with age and correlates positively with seniority in work, which could be an argument for the fact that emotional intelligence can be developed.

-Women have a higher level of emotional intelligence than men, one reason for this is because women tend to have more meaningful interpersonal relationships than men do. This means they have more experience with others and since women tend to share their lives with each other we learn more about others experiences as well.

-EI is also connected to workplace performance. The study clearly demonstrates that the greater the emotional intelligence an employee has, they will tend to have above average job satisfaction.



Effective leaders are often very emotionally intelligent. In the workplace, it's important for leaders to be self-aware and able to view things objectively.

(Mental Health America, 2024)

Three areas of emotional intelligence in the workplace

1 Self regulation

2 Stress and conflict
management

3 Coaching

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There are 3 areas of emotional intelligence in the workplace that we will discuss today.

The first is self regulation, this means becoming self aware of your emotions and how to regulate them in and out of the office.

Next is to learn how to regulate stress and solve problems that arise in the workplace while maintaining your own emotions.

Last is to improve your own and team members personal development and well-being through coaching.

This points bring us to our first speaker Lianne who is going to discuss self regulation.

Hello Lianne and thanks for joining us today.



Emotional Intelligence: **Self-Regulation**

“Emotions and behaviors are the result of the complex interplay of an individual's response to the environment” (Reeves, 2005). As a leader or a member of a team there are going to be “situations that can fluster us or make us angry” (Goleman, 2024) and we need to be able to keep our emotions in check and our reactions under control.

There are different components of emotional intelligence, but today we are going to focus on self-regulation.



Inability to Self - Regulate Emotions

Negative Effects

- Damage Relationships
- Break Trust
- Hurt Others & Ourselves

Negative Feelings

- Overwhelmed
- Sad
- Fearful
- Frustrated
- Discouraged

When you are self-aware, you are able to perceive emotions you are feeling at any given time. Emotional intelligence is the ability to recognize your own feelings and identify the emotion. When you are able to recognize feelings, you have the opportunity to control or redirect your emotions and react differently toward situations.

One example that comes to mind is receiving criticism on a project I thought I did well on. My first initial feeling about the criticism was hostile, negative, and I was upset. However, I recognized these emotions bubbling under the surface and I redirected them to be a calm, professional manner by taking time to really understand what the criticism was about, how I could do better, a grew from the experience. I turned my negative and hostile feeling into positive growth and opportunity by self-regulating.

When emotions become overwhelming and get the better of us, we explode, it can cause problems. It can damage relationships, trust, the words from the inability to manage emotional anger or frustration can hurt others, and in turn it can hurt ourselves.



Regardless of your level of emotional intelligence the good news is that it can be learned how to self-regulate your own emotions. It takes practice and it takes time. When your emotional regulation ability grows, you will find you can influence which particular emotions you have as well as how you would like to express them.

There are different ways to self-regulate.

- Lukasz Baka wrote a 2020 paper regarding how negative emotions. Baka indicated **Emotional Suppression** was a one way individuals regulated emotions. It involves “inhibiting motor or bodily responses to a variety of events” (Baka, 2015). An example could be a supervisor making a direct report angry and that direct report hiding their emotion of anger, when deep down they are seething.
- Similar to suppressing emotions, there is the act of **evading emotions**. Evading emotions means to completely ignore how ones feels. This is not generally advised to be the best approach to regulating emotions as when you avoid emotions, they build and are not correctly identified and processed. This can lead to negative emotional outbursts.
- **Emotional Control** is the preferred method of regulating emotions. A 2023 International Journal of environmental Research and Public Health journal defined emotional control as “the management of negative emotions and emotional reactions, the analysis of the reason causing emotions, the choice of reaction, as well as the ability to postpone immediate gratification” (Kadović, Mikšić, Lovrić, 2023). In other words, slowing down, being present, tuning into

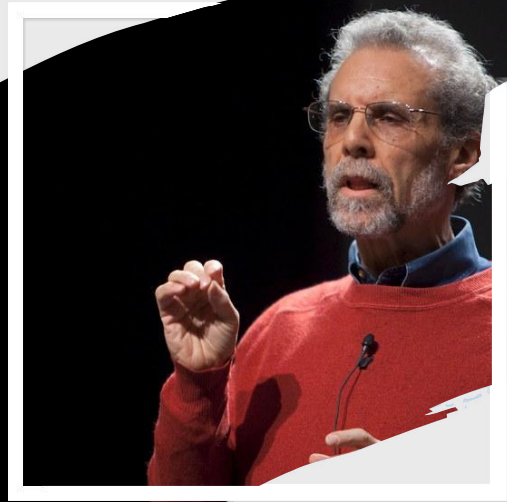
- yourself, listening, accepting how you feel, and being mindful of your feelings and actions to build the relationship with a team or team member(s) for healthy conversations and relationships.

Daniel Goleman

Psychologist and Author

“For effective emotionally intelligent leadership, self-regulation is so important because it’s the skill of having your strength under control.”

(Thiers, 2024)



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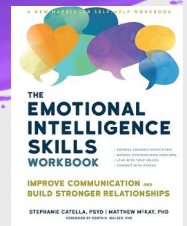
An example emotional control comes from Daniel Goleman. He is a psychologist and author of the article *Becoming An Emotionally Intelligent Leader*

Daniel administered at a school where teachers were going to go on strike. The faculty staff was concerned and anxious about it and experiencing a lot of different emotions: worry about time out of the classroom, being compensated, and more. In reaction to the staff on strike, Daniel took a moment to control his own emotions. He slowed down to acknowledge the emotions he and everyone was feeling by setting up conversations with an educational psychologist for individuals to talk to. This action created a sense of care and trust as they could be heard. Daniel slowed down, was present in the moment, listened, ensured the stuff was heard, and created relationships with them to support them during the difficult time.

Emotional Intelligence: **Communication**

“Knowing your emotions and being able to self-reflect on an unmet need will help [you] determine what to communicate to others.”

(Catella, McKay, Walser, 2024)



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When it comes to communication there may be moments where our emotions or other individual's emotions can trigger ourselves and our first reaction could be a negative one. Self-regulation by “knowing your emotions and being able to self-reflect on an unmet need will help [you] determine what to communicate to others.” (p.89). The Emotional Intelligence Skills Workbook to help improve communication and build stronger relationships It is a great book, I highly recommend it if you are out there searching for a way to help kick start your emotional intelligence strengthening journey. The workbook recommends an “assertive communication [style] is how to express” yourself, respond to feelings that are not always effective, but also communicate back (p.87).

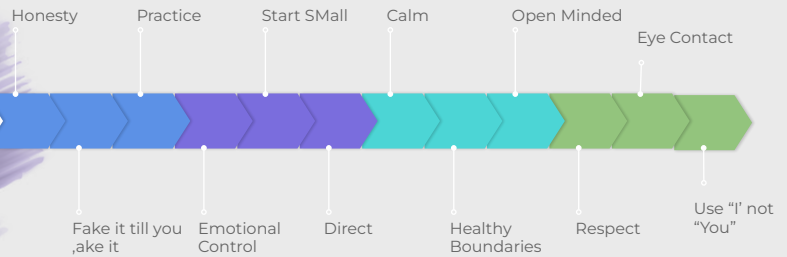
<p>Passive</p> <ul style="list-style-type: none"> ● Indirect ● Self-denying ● Blaming ● Emotionally dishonest 	<p><u>Assertive</u></p> <ul style="list-style-type: none"> ● Direct ● Self-enhancing ● Empathic ● Confident ● Honest ● Emotions of all involved
<p>Passive Aggressive</p> <ul style="list-style-type: none"> ● Indirect ● Self-denying (at first) ● Self-enhancing (expense of others) ● Emotionally dishonest 	<p>Aggressive</p> <ul style="list-style-type: none"> ● Direct ● Expressive ● Controlling, ● Self-enhancing (expense of others) ● Inappropriately honest ● Attacking

“Effective communication entails a combination of verbal and nonverbal skills that are tailored to the person whom you’re speaking” (p.90).

Workbook mentioned on the previous slide discusses four different styles of communication: Passive, Passive Aggressive, Aggressive, and Assertive. As you can see there are similarities and differences to each of them: dishonesty, self-denying, self-enhancing, controlling, etc. Today I am going to focus on the Assertive communication style discussed in their workbook.

In most cases (not all) an assertive communication style can be the best way to navigate those sticky moments. Without being disrespectful, an assertive approach by self-advocating clearly stated opinions and feelings to others is “less likely to guess or attempt to anticipate their needs, because they have already been communicated”. Additionally they can feel less anxious, there are less outbursts, more collaboration, open, and clearer communication (p.94).

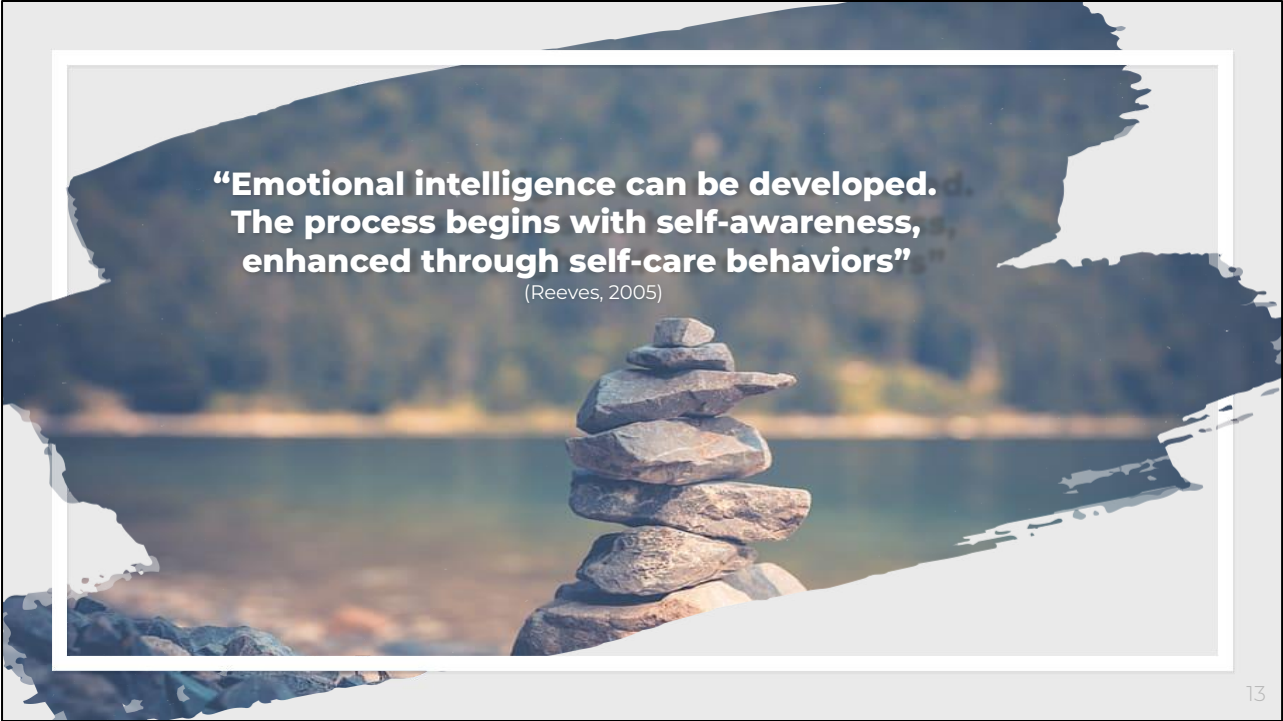
How to Communicate with Assertiveness



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You know that saying, “fake it till you make it”? It can apply to being assertive. You may not feel confident, you may experience low self-esteem or fear, but you can still act in an assertive way without waiting to be comfortable. It does take practice, but in time the confidence and self-esteem will increase, and that feeling of fear will dissipate. It's part of the practice.

Check out the screen for key tips on communicating with more assertiveness.



**“Emotional intelligence can be developed.
The process begins with self-awareness,
enhanced through self-care behaviors”**

(Reeves, 2005)

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Emotional intelligence enhances effective communication, whether it's expressing yourself, sharing knowledge, or applying yourself. Good communication skills are essential for building constructive relationships. Additionally, emotional intelligence helps you detect and understand others' emotions, as not all communication is verbal. By reading others' emotions and adjusting your communication style accordingly, you can better meet both their emotional needs and your own. Being able to self-regulate your emotions can be key in the workplace not just for yourself but also when it comes to conflict and decision making.

Self Regulation Summary



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Lianne, I really enjoyed hearing about Daniel Goleman. He was in a tough spot as a leader but made the best of what he had by being attentive to his teams emotions and their needs.

I know there have been times that I have had to “Fake it till I make it” and it’s not easy being assertive when that isn’t your natural personality. However, part of being able to have self regulation is being able to effectively communicate your emotions and sometimes you need to be assertive to do that.

However, just because you may know how to regulate your own emotions that doesn’t mean everyone in your life does. This can lead to conflicts and stress in the workplace. Whether you are stressed from your own emotions or like I me, when I was stressed because I had a coworker who was not practicing emotional intelligence. Adolfo is going to give is tools and that we can use for conflict and stress management. Thanks for joining us today Adolfo.



2. Emotional Intelligence

Stress & Conflict Management

Lianne has made a great point regarding communication and the relationship between emotional intelligence and how it affects team dynamics.

Now I want to dive into what is the relationship between emotional intelligence and the decision making process, stress and conflict management.

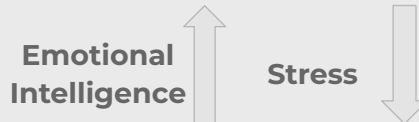
When we talk about team dynamics - it's important to first note that we are talking about individuals working together to achieve a common goal. So let's look at the individual first.

Individuals & Stress



Acute Stress = short-term stress that arises from immediate threats

Chronic Stress = long-term stress resulting from ongoing situations.



(Singh & Sharma, 2012)

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Here is what the scholarship tells us - the article *Relationship between general intelligence, emotional intelligence, stress levels and stress reactivity* did a study where they looked at acute and chronic stress.

Acute stress = short-term stress that arises from immediate threats

chronic stress = long-term stress resulting from ongoing situations.

It concluded that individuals with higher levels of emotional intelligence tend to perceive both acute and chronic stress as lower compared to those with lower levels of emotional intelligence.

Team Dynamics & Stress

- How well the team works together
- How much the team knows and understands each other
- Overall mental state and well-being of the team

Need more research

(Liu & Liu, 2018)

Now let's look at how stress affects team dynamics. The article *Team Stress Research: A Review and Recommendations for Future Investigations* tell us that while there needs to be **MORE RESEARCH** done,

- stress in a team affects how well the team works together
- how much the team knows and understands
- and the overall mental state and well-being of the team.



Team Dynamics & Stress

Decision Making Process

- Time pressure
 - Research does not agree
 - Indirect Impact
 - Direct Impact

Are emotionally intelligent teams able to use stress as a motivator to achieve their desired goals?

(Mayer et al., 2008)

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When it comes to specific things a team does to be able to achieve their goal is to make decisions and sometimes manage conflict. When it comes to the decision making process - In the book *Performance under stress* in chapter 10 - *Stress and Teams: How Stress Affects Decision Making at the Team Level*

Different Stress Factors

For today's purposes we are going to look at TIME CONSTRAINTS

We all have to meet deadlines and therefore, time sometimes can be against us

We learn that the research disagrees.

We know that it has some sort of impact, we just do not know if it's direct or indirect.

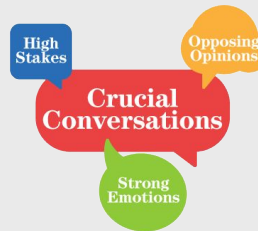
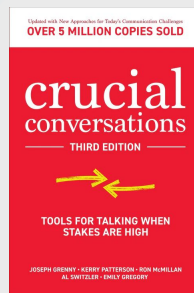
Direct meaning that under time pressure - teams make trade-offs between quality and quantity of decisions and

indirect meaning that there is a nonlinear relationship between pressure and aspects of team decision making as teams are able to adapt to the environment

Team Dynamics & Stress

Crucial Conversations

- Emotions are high
- State the facts and be objective



(Patterson et al., 2011)

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For conflict management - an important takeaway from the book **Crucial Conversations** you have to always lead with the facts and keep in mind that everyone in the team is working towards the same objective. When we always talk and state the facts, it allows us to manage our emotions, and not let those stories we tell ourselves lead to this important and crucial conversation.

Practical Takeaway S

Journal



- a. What are our emotions?
- b. Reflect & Process
- c. Learn

(Houghton et al., 2012)

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I would like to leave everyone with a practical item: The article *Effective Stress Management: A Model of Emotional Intelligence, Self-Leadership, and Student Stress Coping* by Jeffery D. Houghton gives us a great strategy to learn more about our emotions and how to become more emotionally intelligent. Journaling allows you to practice emotional intelligence and self-leadership because it enables the capturing of thoughts, feelings, and behaviors close to the time of the event; provides you with the opportunity to reflect on the experience and learn

Stress and Conflict Management Summary



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Adolfo, I think you made some really great points. We all deal with deadlines at work and being able to understand how your team manages stress is really important as a leader.

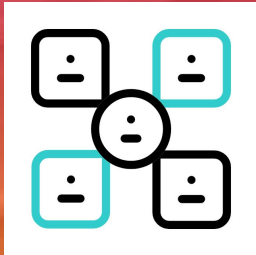
One tip I loved was about conflict management and how we need to just state the facts. I know recently at work we had mid year reviews and I was given feedback about how to improve performance.

There would have been times in the past that I would have taken it personally or thought I was doing terrible. However, as I have grown I understand that my manager is just doing her job by stating the facts and in reality she had a lot of great things to say for my review. But as a team need to meet X numbers for performance goals and we are at Y so here's how to improve. Which leads us directly into Novi as she discusses coaching with emotional intelligence. Hi Novi thanks for joining us today.



3. Emotional Intelligence and Coaching

Thank you, Bethany. And thank you Lianne for highlighting the importance of self-regulating emotions.



**Work on yourself first,
then motivate,
influence, and help your
team members.**

It is especially important for you as a leader, to work on yourself first. Once you are able to raise your self awareness by self regulating your emotions, you can then use the same skill - skill to regulate emotions, to motivate or help your team members.

“A leader’s ability to manage emotions or moods of their team members can influence team effectiveness.”

(Madrid et al., 2019)



You can do that by managing emotions and moods of your team and use it to increase your team’s effectiveness. You can implement your ability to regulate your emotion to to coach your team members.

Coaching
improves
team
member's
personal
development
and
well-being.

(Calasso et al., 2024)

1

Encourage behavior
change

2

Improve work performance

3

Increase productivity

(Van Oosten et al., 2019)

Why do you want to coach your team? There are numerous studies that shows direct connection between coaching and team performance. You can use coaching to encourage behavioral change, improve work performance, and increase productivity.



**Coaching is about
having a quality
conversation.**

It doesn't have to be
formal, but it has to be
intentional.

(Stein, 2017)

If you are planning to coach your team, how do you start? My opinion is that do not overthink it. Coaching does not have to be formal. It can be as simple as a talk over coffee. Coaching is about having a quality conversation and you need to know what your objective of having that conversation with the person sitting in front of you. So the conversation needs to be not only of quality, but also intentional. You know exactly what questions you will ask and you know exactly where the conversation is going.



**Keep these
in mind!**

1. **Be a thought partner.**
2. **Ask open-ended questions and actively listening to their responses.**
3. **Promote self-discovery, guide them to find solutions.**
4. **Empower them! Remove barriers, provide resources.**
5. **Celebrate results and efforts.**

(Stein, 2017)

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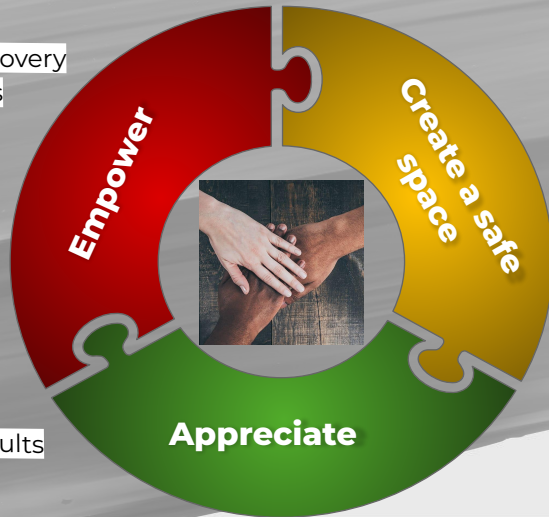
Now, if you're ready to coach, here are a few things to keep in mind.

1. Be a thought partner. When you're in a coaching session, you want the coachee, your team member, to share with you about their difficulties or weaknesses in the workplace. That would put them in a vulnerable position. So you would want to provide a safe space by being a thought partner - not sitting across the table as a boss.
2. Asking open ended questions are always a good way to start a quality conversation, coaching included.
3. Promote self-discovery. When in coaching session your coachee presented a problem, guide them through problem solving processes. Ask questions like: Describe the problem to me. What do you think cause that problem? Then, you can follow up with: So what's your suggestion to solve this problem? What resources do you need to solve this problem? Once you ask these questions enough, hopefully, it becomes a habit to them that when they come to you with a problem, they also come to you with a proposed solution. In a long run, this will help you at work too.
4. If you hear that your team is facing several barriers, as a leader, try removing as much barriers as possible. Provide as much resources as possible. As a leader, you'll have more access to providing access or removing barriers more than your team members.
5. Last but not least, celebrate results! Give compliments. Especially when you

1. see your coachee does a preferred action that you discussed in your coaching session, let them know that you are paying attention and that you recognize their effort.

Affirmative Environment for Your Team

Promote self-discovery
Provide resources
Remove barriers



Be a thought partner
Ask open-ended questions

Celebrate results

(Druskat & Wolff, 2001)

By doing that, you are empowering your team members, creating a safe space, and appreciating your team members. This way, you just created an affirmative environment. And if you can maintain this environment, you have just regulated your team's emotion too. So start with managing YOUR emotion first, then regulate YOUR TEAM's emotion by creating an affirmative environment for them.

Coaching Summary



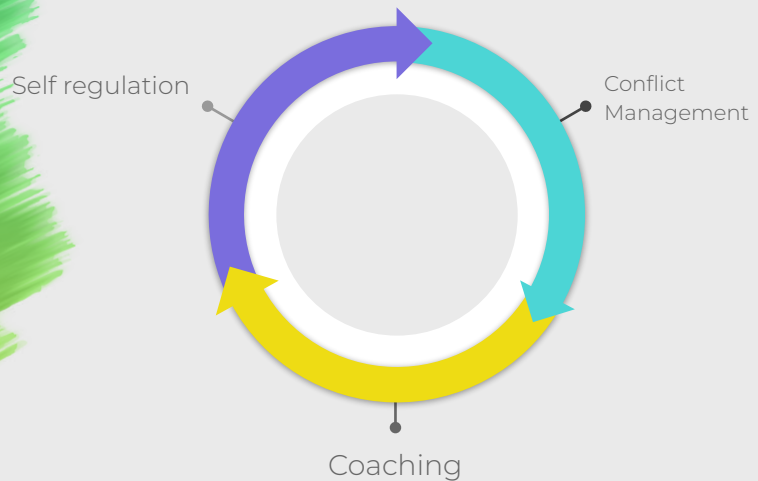
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Novi I like what you said about helping yourself first. It's like when you are on a plane and they tell you to put your oxygen mask on first in a flight emergency and then you can help others. You can't help others unless you are in a healthy place first.

It can be hard to manage a team when all the individuals have different outlooks on life and have different levels of emotional intelligence.

It is crucial to understand where your team members are coming from when you are coaching. Being able to celebrate together and encourage each other is something that builds trust which can help create a positive work environment. When you are part of a positive work environment you are more likely to welcome feedback from others.

3 vital steps to emotional intelligence in the workplace



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We have been able to learn so much today from our guests about emotional intelligence. As we move forward and take the practical points into the workplace I think we can become better team members and better leaders. When Lianne discussed emotional control and the ability communicate your feelings assertively in a productive way is a great path to start developing as a leader and practice conflict management. Using the Crucial Conversations tool that Adolfo discussed is a great way to ensure that your team is working towards the same objectives. While implementing the practical takeaways like journaling, reflecting you can use your skills as a team leader and a coach in your workplace. Coaching is how we grow within the workplace and we need to have someone that we can be vulnerable and share our concerns with. Novi's suggestion of a thought partner is on track with this idea. As a coach you need to create a safe space for your team and empower them to strive for excellent performance.

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If you are interested in learning more about emotional intelligence in the workplace

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We hope these were helpful to you



THANKS!

Bethany, Lianne, Adolfo & Novi

Thank you so much for joining us today and we hope that you enjoyed learning about emotional intelligence as much as we did.