



The rules for work are changing. We're being judged by a new yardstick: not just by how smart we are, but by how we handle ourselves and each other.

Daniel Goleman

Emotional Intelligence (EQ)



Emotional Intelligence Is and Is Not		
Is Not		
Higher Overall In Women vs. Men		
A Set of Skills You Are Born with and Cannot Learn		
Always Positively Correlated with High IQ		
An Intelligence Discovered In the 1950's		

Poll Question One

- Employees with high EQ earn an average of how much more per year?
 - A. \$12,000
 - B. \$18,000
 - C. \$22,000
 - D. \$29,000

The EQ Edge

- Employees with high EQ earn an average of \$29,000 more per year.
- When compared the ratio of technical skills, IQ and emotional intelligence as ingredients of excellent performance, emotional intelligence proved to be twice as important as the others for jobs at all levels

Source: Emotional Intelligence 2.0 / What Makes a Leader



Key EQ Skills

- Self-Awareness
- Stress Tolerance
- Self-Control
- Flexibility
- Social Skill
- Problem Solving
- Motivation
- Influence
- Empathy
- Optimism

Self Awareness



Ways to Get Feedback

- 360 Assessment
- External Coach
- Self Survey
- 3 Reasons You Don't Get Feedback



Self Control	

Pair and Share

Discuss the implications of being an audiology professional with a combination of low Self-Awareness and low Self-Control...



Poll Question Two

Emotional Intelligence Is:

- A. A Set of Skills You Are Born with and Cannot Learn
- B. A Set of Skills You Can Choose to Use or Not Use
- C. Always Positively Correlated with High IQ
- D. Higher Overall In Women vs. Men



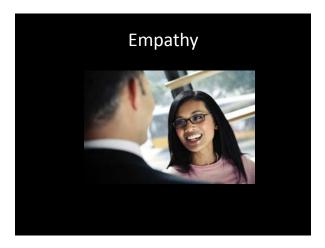
The Critical Choice The defining strategy behind why the smartest leaders either fail over time or sustain a legacy of greatness.



Ego Triggers

- Type "A" Personality
- Workload Stress
- Fast Career Ascension
- Technical Genius





Research

- Kaiser Permanente training on four habits of highly effective physicians: invest in the beginning, elicit the patient's perspective, demonstrate empathy and invest in the end.
- Used to train more than 10,000 physicians since 1996.
- The training is especially helpful for those physicians who have excellent technical skills but whose patients judge them to have poor communication skills

(Hospitals & Health Networks Emotional Intelligence: A New Requirement for Physicians)

Social Skill



Poll Question Three

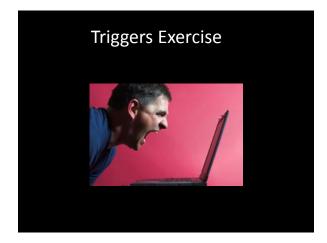
The job title with the highest EQ on average is:

- A. Director
- B. Manager
- C. Individual Contributor
- D. CEO

Motivation







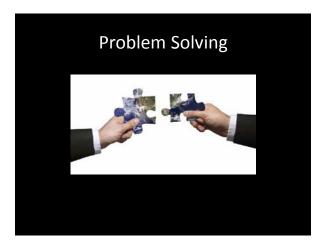
Flexibility	

Poll Question Four

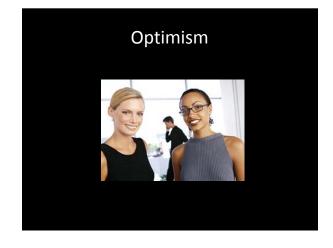
IQ is:

- A. Fixed and will not change over your lifetime
- B. Correlated with age and increases as you get older
- C. A strong predictor of success at work
- D. Determined by your genetics only









-			



Key EQ Skills

- Self-Awareness
- Stress Tolerance
- Self-Control
- Flexibility
- Social Skill
- Problem Solving
- Motivation
- Influence
- Empathy
- Optimism

Poll Question Five

The foundational emotional intelligence skill is:

- A. Flexibility
- **B.** Stress Tolerance
- C. Self-Awareness
- D. Decision Making

Applications of EQ

-	
-	



Startling Statistics Leadership IQ – 3 Year Study

46% of newly hired employees failed within 18 months

- 26% of new hires failed because they couldn't accept feedback $% \left(1\right) =\left(1\right) \left(1\right$
- 23% because they were unable to understand and manage emotions
- 17% because they lacked the necessary motivation
- 15% because they had the wrong temperament for the job and work environment
- Only 11% because they lacked the necessary technical skills

(www.leadershipiq.com)

Behavior-based Interviewing

The single best predictor of future <u>behavior</u> and performance <u>is past</u> <u>behavior</u> and performance.

Sample Questions

- Think of a time when you received feedback from someone else that surprised you. Tell me about the details.
- Think of a time when you had to work with a headstrong co-worker and tell me how you handled him or her.
- Give me an example of a time when you had to deliver the same bad news to more than one person. Tell me how you went about it.



Did I Get a Complete Answer?	
Studies show that up to 80% of effective	
communication involves active listening	
Listen for:	
Circumstances	
Actions	
Results	
How To Develop EQ in Yourself?	
Measurement – Assessments	
Feedback from a Trusted Source	
 Formal or Informal Training Programs 	
Find a MentorSelf-Paced Learning	
 Self-Analysis and Correction 	
 Reading and Exercises Increase Face-to-Face Communication 	
Experience	

How To Develop EI Skills in Others?

- Courage
- Feedback
 - Always Assume Best Intent
 - Connected to What They Care About
- Recognition and Support



Poll Question Six According to the LeadershipIQ study, how many employees failed on the job in the first 18 months of employment? A. 72% B. 19% C. 46% D. 30%



