

Strategic Applications of
Emotional Intelligence



Presented By:
Jen Shirkani

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	Is Not
A Critical Success Factor In Work and Life	Higher Overall In Women vs. Men
A Set of Skills You Can Choose to Use or Not Use	A Set of Skills You Are Born with and Cannot Learn
A Combination of Self and Social Skills	Always Positively Correlated with High IQ
Something That Increases as You Get Older	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
- Self-Control
- Social Skill
- Motivation
- Empathy
- Stress Tolerance
- Flexibility
- Problem Solving
- Influence
- 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



Ego Triggers

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

Empathy



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




Stress Tolerance



Triggers Exercise



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

Problem Solving




A photograph showing two hands, one from the left and one from the right, holding two interlocking puzzle pieces. The puzzle pieces are blue and white, and the hands are wearing dark suits. The background is white.

Influence



A photograph of three business professionals in a meeting. A man in a white shirt and tie is shaking hands with a woman in a white shirt. Another man in a white shirt is standing behind them, smiling. They are in a brightly lit office environment.

Optimism



A photograph of two women smiling. The woman on the left has blonde hair and is wearing a black top. The woman on the right has dark hair, glasses, and is wearing a grey top. They are in a brightly lit office environment.

Key EQ Skills

- Self-Awareness
- Self-Control
- Social Skill
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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
- 23% because they were unable to understand and manage emotions
- 17% because they lacked the necessary motivation to excel
- 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 behavior and performance is past behavior 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:

- C** Circumstances
- A** Actions
- R** Results

How To Develop EQ in Yourself?

- Measurement – Assessments
- Feedback from a Trusted Source
- Formal or Informal Training Programs
 - Find a Mentor
- Self-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

**Strategic Applications of Emotional Intelligence
- Improving Patient Care Through Innovation in
Workplace Management Lecture Web Seminar**
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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%

Connect with Me:

www.linkedin.com/in/penumbra

Thank You!