The Art and Science of Emotional Intelligence
Facing the challenge of managing people and getting results

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Housekeeping

• Today’s webinar is being recorded and you can find the recording and slides posted on www.nyaprs.org within a few days of the presentation.

• We are offering CEs for LMSW, LCSW, CPRP, LMHC and Peers. To qualify for CEs, please:
  • Be in the virtual space and not just dialed in on the telephone
  • Return the completed evaluation form within 48 hours of receipt.

• Please use the chat box to share your questions and comments to all panelists.
About our Presenter

• Glenn Courounis has over 40 years of human resources experience in healthcare organizations in the New York metro area. His areas of expertise include organizational development, leadership, employee engagement, and labor and employee relations. He has held multiple leadership positions including Vice President of Human Resources at Lenox Hill Hospital as well as Director of Labor and Employee Relations at Mount Sinai Hospital.

• He most recently served as Nassau Queens PPS’s Director of Organizational Development, responsible for overseeing DSRIP Workforce initiatives including developing and coordinating training programs, college outreach, and communications. He currently provides Human Resources, management and organizational development consulting and training within his LLC, Bonus HR Consulting. He teaches multiple courses as an Adjunct Professor in the Robert B. Willumstad School of Business MBA program at Adelphi University in Garden City, NY, and as an Instructor with Nassau Community College.
What We’ll Review
• Emotions
• What is EQ?
• EQ in the Workplace
• Dark Side vs Bright Side of EQ
• Improving Your EQ
Emotions at Work: How many times have you thought…

- She’s a jerk!
- I’m in big trouble….
- OMG, that client just doesn’t get it!
- I can’t believe I just did that…
- I’m gonna get fired!!!
- This sucks but I can get this done
- I love my boss
- I got the promotion!!
- (Eye rolls….)
- Oh #$*%&@ (fill in your own)!!!!!!
An emotion is a **strong feeling** deriving from one's circumstances, mood, or relationships with others.
Emotions

- In psychology, emotion is often defined as a complex state of feeling that results in physical and psychological changes that influence thought and behavior.

- In short, emotions affect our thinking, behavior and actions.
Functions Of Emotions

- **Provides Data**
  - Provides data about ourselves and others

- **Prepares us for action**
  - The emotional reaction (fear, anger, happiness, surprise) gets us moving in a certain direction

- **Shapes our behavior**
  - We act—and respond—to our own and others’ emotions

- **Helps us interact with others**
  - “Read” people-Work towards effective and appropriate social interaction
Impact of Emotions

- Feelings (Emotions)
- Attitude
- Behavior
- Habits
- Success / Failure

Life
Emotions Influence Your Work

Table 1
Think of an instance at work where you’ve let your emotions get the better of you. Could you have handled it better?

Developing your Emotional Intelligence (EQ) will help you use your emotions to work for you, not against you.
OK, so what the heck is Emotional Intelligence?

Self Awareness
- the ability to recognise and understand your moods, and emotions, and drives, as well as their effect on others

Social Awareness
- the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)

Self Management
- the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement – to think before acting

Social Skills
- proficiency in managing relationships and building networks, an ability to find common ground and build rapport

How we manage ourselves

How we handle relationships
Emotional intelligence is...

...your ability to acquire and apply knowledge of your emotions and the emotions of others” (Stock, 2000).

“Quite simply, the intelligent use of your emotions; intentionally making your emotions work for you, to help guide your thinking and behavior in ways that enhance your results” Weisinger, 1998

'The ability to tune into emotions and taking appropriate action’. Pugh, 2007, (informed by Orme, 2001)
Emotional intelligence stats

**Emotional Intelligence Statistic**

- EQ is responsible for 58% of your job performance.
- 90% of top performers have high EQ.
- People with high EQ make $29,000 more annually than their low EQ counterparts.

By Dr. Travis Bradberry
2022 Skills Outlook

Growing

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Creativity, originality and initiative
4. Technology design and programming
5. Critical thinking and analysis
6. Complex problem-solving
7. Leadership and social influence
8. Emotional intelligence
9. Reasoning, problem-solving and ideation
10. Systems analysis and evaluation

Declining

1. Manual dexterity, endurance and precision
2. Memory, verbal, auditory and spatial abilities
3. Management of financial, material resources
4. Technology installation and maintenance
5. Reading, writing, math and active listening
6. Management of personnel
7. Quality control and safety awareness
8. Coordination and time management
9. Visual, auditory and speech abilities
10. Technology use, monitoring and control
**Self Awareness is...**

- Observing yourself and being able to recognize a feeling as it happens.
- The ability to accurately perceive and be cognizant of your emotions as you interact with others.
- The ability to stay aware of your emotions in the moment and understand your tendencies across situations.
A Key Building Block of EQ is……
Self-Awareness

- What’s important to me?
- How do I experience situations?
- What do I want?
- How do I feel?
- How do I come across to others?
- What drives me?
- What do I do well/not so well?
- How can I work to improve?
Self-Management is…

- The ability to manage and control your emotions.
- The ability to use your emotional awareness to stay flexible and direct your behavior.
- Finding ways to handle fears and anxieties, anger, and sadness.
Motivation is…

- Understanding your own passion and drive.
- Delaying gratification and stifling impulses.
- The ability to identify and address motivating others
Empathy is…

- The ability to read and understand the emotional cues of others and determine what causes them to respond favorably or adversely.
- “Putting yourself in someone else’s shoes”
- Appreciating the differences in how people feel about things.
Core EI Competencies

Social Skill/Relationship Management is…

• The ability to use emotional awareness to direct and manage interactions with others more effectively to develop mutually beneficial relationships.

• Setting a positive tone of cooperation.

• Builds from other elements of EQ
Practicing Emotional Intelligence in the Workplace

Emotional Intelligence

- Self Awareness
- Empathy
- Self Regulation
- Motivation
- Social Skills
Emotions as Workplace Data

“The idea behind emotional intelligence in the workplace is that it is a skill through which employees treat emotions as valuable data in navigating a situation”

Sigal Barsdale, a Wharton management professor
### Why High EQ Matters in the Workplace

<table>
<thead>
<tr>
<th>High EQ</th>
<th>Low EQ</th>
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<tbody>
<tr>
<td>Make better decisions</td>
<td>Playing the victim</td>
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<tr>
<td>Better at problem solving</td>
<td>Not taking responsibility for errors and other issues</td>
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<tr>
<td>Resolve conflicts more effectively</td>
<td>Poor emotional control</td>
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<tr>
<td>Have greater empathy</td>
<td>Poor team players</td>
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<tr>
<td>Listen better</td>
<td>Don’t listen well</td>
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<tr>
<td>Lower absenteeism</td>
<td>Are overly critical</td>
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<tr>
<td>Reflect better</td>
<td>Blame others</td>
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<td>Better able to handle constructive feedback (criticism)</td>
<td>Not open to other’s opinions</td>
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<td>Greater responsibility</td>
<td>Being self-absorbed</td>
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<tr>
<td>Perform better</td>
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<td>Higher job satisfaction</td>
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- High EQ
- Low EQ
## The Five Components of Emotional Intelligence at Work

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmarks</th>
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<tbody>
<tr>
<td><strong>Self-Awareness</strong></td>
<td>the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others</td>
<td>trustworthiness and integrity, comfort with ambiguity, openness to change</td>
</tr>
<tr>
<td><strong>Self-Regulation</strong></td>
<td>the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment—to think before acting</td>
<td>strong drive to achieve, optimism, even in the face of failure, organizational commitment</td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence</td>
<td>expertise in building and retaining talent, cross-cultural sensitivity, service to clients and customers</td>
</tr>
<tr>
<td><strong>Empathy</strong></td>
<td>the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions</td>
<td>proficiency in managing relationships and building networks; an ability to find common ground and build rapport</td>
</tr>
<tr>
<td><strong>Social Skill</strong></td>
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FROM “WHAT MAKES A LEADER?” BY DANIEL GOLEMAN, JANUARY 2004

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SELF-MANAGEMENT

KEEPING
disruptive emotions and impulses under control

DISPLAYING
honesty, integrity, and trustworthiness

HAVING
the drive to improve performance

SHOWING
a willingness to listen to differing opinions

BEING
ready to act and seize opportunities

SEEING
the upside in all situations

ADAPTING
to changing situations & overcoming obstacles
## Self Awareness

<table>
<thead>
<tr>
<th>Definition</th>
<th>Characterized by:</th>
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<tbody>
<tr>
<td>• The ability to recognize your moods, emotions, and drives, as well as their effect on others</td>
<td>• Thoughtfulness</td>
</tr>
<tr>
<td>• Knowing yourself</td>
<td>• Self-confidence</td>
</tr>
<tr>
<td>• Knowing how you impact others</td>
<td>• Realistic self-assessment</td>
</tr>
<tr>
<td></td>
<td>• Self-deprecating sense of humor</td>
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</table>
"Knowing yourself is the beginning of all wisdom."

-Aristotle
6 Ways to Improve Self-Awareness

Ask for Feedback
Then you can identify and modify any incorrect views that you have established about yourself.

Recognise Your Strengths & Weaknesses
This allows you to sustain your strengths and work on your weaknesses.

Self-Reflect
This unlocks thoughts and emotions that might otherwise be disregarded.

Monitor Your Self-Talk
Make sure that your self-talk is positive and that you celebrate your wins and don’t dwell on your failures.

Practice Saying “No”
Set yourself a goal for the number of temptations you will resist each day. Saying “no” may not give you immediate gratification but instead long-term gain.

Question Your Decisions
Ensure that any decisions you make are good ones by coming up with three reasons as to why you should pursue them. This will allow you to better understand your motives and be confident that you have chosen the best available option.
Self Regulation

• Definition
  • The ability to control or redirect disruptive impulses and moods
  • The propensity to suspend judgment
  • To think before acting

• Characterized by:
  • Self-control
  • Reflection
  • Trustworthiness and integrity
  • Flexibility
  • Measured response
Avoid the Emotional Hijack

A situation in which emotions overrule our typical thought processes:

- Identify your triggers?
- Avoid immediate reacting
- What can you do?
- Pause: take a moment to reflect
- Challenge Yourself
  - Why did I react that way?
  - Can I think the situation through?
  - What is the other person trying to accomplish?
  - Can I choose the best option to respond?
- Change the setting/delay response
Motivation

- **Definition**
  - The intensity, direction, and persistence of effort a person shows in reaching a goal:
    - **Intensity**: How hard a person tries
    - **Direction/Activation**: When and Where effort is channeled
    - **Persistence**: How long effort is maintained
  - A passion to work for reasons that go beyond money or status
    - For example, autonomy, challenge, purpose, happy family
- **Characterized by:**
  - Strong drive to achieve
  - Optimism, even in the face of failure
  - Enthusiastic
  - Challenge to get better
  - Moved by personal meaning
  - Knowing what motivates you, and how to motivate others
  - “Fire from within”
  - Resilience
EQ and Resilience

The general capacity for flexible and resourceful adaptation to external and internal pressures (Kloen, 1996)

The capacity to recover from or adjust to difficulty or change; to bounce back; elasticity; “mental toughness”

Psychologists have identified certain factors that will make people resilient, including:

- Optimism
- A positive attitude
- The ability to regulate emotions
- The ability to see failure as a form of helpful feedback
Resilience and EQ

- People with high EQ have greater ability to perform well and consistently in a range of situations and when under stress
- Better coping skills
- To develop resilience:
  - Learn what restores you and what depletes you (Self-Awareness)
  - Use positive and realistic self-talk (Self-regulation)
  - Mindfully manage the conditions and behaviors that most impact your personal resource levels (Self-Management)
7 WAYS TO STAY MOTIVATED

MOTIVATION IS INTERNAL
Be your own coach. If you believe you will fail or succeed you’re right.

REWARD YOURSELF
When you reach your goals, acknowledge your win and reward yourself.

HANG OUT WITH SUPERSTARS
Misery loves company. Winners hang out with superstars.

KEEP LEARNING
Learners are earners.

MOTION CREATES EMOTION
Get up off your butt and make things happen.

CHALLENGE YOURSELF WITH A DAILY GOAL
What’s one thing you must accomplish to make today a success?

REMEMBER WHAT MOTIVATES YOU
Who are you doing this for? Keep a reminder on YOUR desk of what you’re working toward.
5 Steps to Success with Employee Engagement and Employee Motivation

1. Communicate Effectively and Often
2. Make Sure Your Employees Are Participative
3. Coach Them to Success
4. Introduce Them to Creativity
5. Make Sure You Reward Their Efforts
Social Competence
Empathy

- Definition
  - The ability to understand the emotional make-up of people
  - Skill in treating people according to their emotional reactions
  - Skill in responding in a way that takes other’s concerns into consideration

- Characterized by:
  - Self-confidence
  - Compassion
  - Humility
  - Collaboration
  - Cultural Competency
  - Understanding others
  - Self-deprecating sense of humor
How To Show EMPATHY in the Workplace

**Show Interest:**
Take a personal interest in your employees and show genuine curiosity about their lives.

**Be Supportive:**
When someone is having problems, either personal or work-related, show your willingness to help.

**Get To Know Your Employees:**
It's how relationships and trust are built, and it demonstrates that you are interested and care.

**Be Flexible:**
95% of employees believe flexible work hours and location are some of the best ways to show empathy.

**Offer Benefits:**
More than 60% of employees say that a strong benefits package exhibits empathy in a workplace.

**Listen:**
A big part of empathy is listening. Employees want to feel heard. They want their thoughts and feelings to be valued.

**Prove Understanding:**
If an employee is sharing their thoughts, ideas, concerns, and suggestions, show them you understand.

**Be Caring:**
Employees believe treating them well and caring for mental/physical health demonstrate an employer has empathy.

**Show Appreciation:**
A sincere sign of appreciation shows the employee that they are valued.

**Acknowledge:**
Make statements that prove you’re listening and can relate to their issue.
Social Skill

- Definition
  - Proficiency in managing relationships and building networks
  - An ability to manage conflict, find common ground and build rapport
  - The ability to interact effectively with other people

- Characterized by:
  - Persuasiveness
  - Influence
  - Cooperation
  - Teamwork
  - Communication
  - Helping Others
  - Managing conflict
  - Change Management
Social Skills in the Workplace

- verbal communication
- non-verbal communication
- negotiation
- persuasion
- influence
- critical thinking
- problem solving
- decision making
- assertiveness
- teamwork
11 Tips To Improve Your Interpersonal Skills

1. Set the ground for respectful communication
2. Work on your attitude.
3. Have reasonable expectations.
4. Choose the right time and place
5. Watch your body language, have an open demeanor
6. Actively listen and respond periodically.
7. Avoid "fire starters" such as: hot words, over-dramatization, blaming, guilt induction, and past events
8. Choose to behave assertively. Avoid being aggressive
9. Stay focused on the issue
10. Reflect upon the interaction and get ready to keep developing the relationship.
11. Be ready to change and keep exploring continuously.
Beware of the Dark Side of EQ
Watch out for Emotional Manipulation!

Exercise Social Awareness! If you feel:

1. Fear
   • Then, Identify, understand and overcome

2. Anger
   • Then, “Green Light”: Make a plan with a pre-established routine when you see yourself triggered

3. Over excitement
   • Then, think it through: Is it too good to be true?

4. Confusion
   • Then, make sure they (and you) slow down and clarify

5. Reciprocity
   • Then, think is the “ask” bigger than the favor?

6. Peer Pressure
   • Then ask yourself, does this conform to my values?
Dealing with a Narcissist:
• Don’t fall for the fantasy
• Set healthy boundaries
• Take the focus off them (or play up the focus on them to curry favor)
• Don’t be too aggressive
• Don’t take things personally
• Suck up when absolutely necessary
• Look for support elsewhere
• Move on if necessary....
The Dark Side: dealing with a passive-aggressive person

Dealing with a Passive Aggressive person:
• Watch for the signs (sulking, sarcasm, procrastination, underperforming)
• Keep anger in check
• Redirect the behavior
• Decide whether to agree and move on
• Avoid a win-lose situation or power struggle
• Use appropriate words while sending a clear message
• Use appropriate humor
• Let them solve their problems
• Move on if necessary....
On the Bright Side
EQ: The Power of Influence is in Knowing Yourself

- “Affecting a person’s character or behavior by means other than force or direct command”
  - Show personal interest
  - Acknowledge others
  - Encourage respect
  - Reason with empathy
  - Use evidence that is respected
  - Stir their emotions
  - Tell inspiring stories
  - Be passionate
  - Build rapport
  - Engender trust
EQ: Building Strong Trust-based Relationships

- Genuine communication
- Authenticity
- Exercise humility (‘cause you don’t know everything…)
- Honesty (and be willing to apologize…)
- Dependability
- Sincerity
- Listen
- Ask questions
- Say thank you
- Be present
- Show up
Improving Your EQ

5 QUESTIONS To Double Emotional Intelligence

1. Self Awareness
   Question: What specific emotion am I feeling right now?

2. Empathy
   Question: What emotion is the other person feeling right now?

3. Self-Regulation
   Question: What can I do to control my emotions and my reactions right now?

4. Social Skills
   Question: How can I show genuine interest in this person right now?

5. Motivation
   Question: How am I interpreting this specific task - as easy or difficult and why?
Do You Show Signs of High EQ?  
(Mark Murphy, Forbes Magazine May 8, 2016)

- You handle criticism without denial, blame, excuses or anxiety
- You’re open minded
- You’re a good listener
- You don’t sugarcoat the truth
- You apologize when you’re wrong
Signs of Low Emotional Intelligence

- Being Argumentative
- Not Listening
- Blaming Others
- Emotional Outbursts
To Improve Your EQ

- **Become More Self-Aware**
  - Pay attention to how you are feeling
    - How do your emotions impact how you respond?
    - Does what you feel impact your decisions?
  - Take stock of emotional strengths and weaknesses
    - When do you feel good?
    - Do you find yourself impatient, annoyed, or angry often?
  - Know what your “hot buttons are”
    - …and don’t let people push them
  - Remember that emotions are fleeting
    - Making a rash decision “in the moment” may be detrimental to your success

Adapted from Using EI in the Workplace, Kendra Cherry, verywellmind.com
To Improve Your EQ

• **Practice Self-Regulation**
  • Manage the things you are feeling
    • Find ways to reduce stress
  • Keep your cool
    • Accept the fact that you can’t control everything
    • Look for helpful ways to respond that don’t fuel the fire
  • Think before making decisions
    • Stop…take “The Pause”
    • Wait until you are calmer to respond
    • Don’t let emotions overcome your rationality

Adapted from Using EI in the Workplace, Kendra Cherry, verywellmind.com
To Improve Your EQ

• **Work on your motivation**
  • Find the passion in your work
    • Everyone has parts they love and parts they don’t like at all
    • Identify what you love and take inspiration from that
  • Maintain a positive attitude
    • Avoid negative self-talk
    • Find the humor in situations
• Be optimistic
  • *Optimists* attribute good things that happen to their skill and effort. *Pessimists*, on the other hand, usually have a negative attributional style. If you credit good events to outside forces, then you likely have a more pessimistic way of thinking.
  • *Optimists* tend to view bad or unfortunate events as isolated incidents that are outside of their control. *Pessimists* see such things as more common, and often blame themselves.

Adapted from Using EI in the Workplace, Kendra Cherry, verywellmind.com
To Improve Your EQ

• **Become More Empathetic**
  • See things from various points of view
    • Even if you disagree, try to understand another’s perspective
    • Look for commonalities in beliefs
  • Pay attention to how you respond
    • Identify people’s emotional states and respond accordingly
    • Avoid backing someone into a corner
  • Learn to be more non-judgmental
    • Be aware when you automatically make judgments
  • Close the “perspective gap”
    • According to Adam Grant, “When we’re not experiencing a psychologically or physically intense state, we dramatically underestimate how much it will affect us.” Strive to understand where someone else is by “calling up” emotions you felt in a similar situation.

Adapted from Using EI in the Workplace, Kendra Cherry, verywellmind.com
To Improve Your EQ

• Improve Your Social Skills
  • Develop good listening skills
    • Learn how and practice active listening (Paraphrasing, repeating for clarity)
    • Show interest, ask questions, provide constructive feedback
  • Pay attention to non-verbal communication
    • Observe body language and nuance
    • Tune in to tone of voice
    • Listen to what is said….and what is not said
  • Hone your persuasion skills
    • Look for the WIIFM (What’s In It For Me), for them
    • Address people’s concerns
    • Empathy helps influence

Adapted from Using EI in the Workplace, Kendra Cherry, verywellmind.com
Summarizing EQ in the Workplace

EQ Resources

• EQ Tests
  • https://hbr.org/2015/06/quiz-yourself-do-you-lead-with-emotional-intelligence
  • https://www.mindtools.com/pages/article/ei-quiz.htm
  • http://www.ihhp.com/quiz.htm

• EQ Articles
  • 10 Articles to Read about Emotional Intelligence, The Muse
  • What is Emotional Intelligence, theeiinstitute.com
  • Improving Emotional Intelligence, helpguide.org

• EQ Books
  • Daniel Goleman, Emotional Intelligence
  • Daniel Goleman, Working with Emotional Intelligence
  • Bradbury & Greaves, Emotional Intelligence 2.0,
  • Justin Bariso, EQ Applied
Putting the Pieces Together: Emotional Intelligence

Personal Competence

- Self-Awareness
- Self-Regulation
- Motivation

Social Competence

- Empathy
- Social Skills

- Ability to understand and monitor your own and others’ emotions, and deal with them effectively to get positive results
- People with emotional intelligence
  - Know themselves
  - Manage their own emotions
  - Are self-motivated
  - Are sensitive to other’s needs
  - Listen better
  - Are more likely to detect friction and manage conflict
  - Tend to be more flexible
  - Develop solid relationships to get work accomplished effectively
  - Are more persuasive and influential
  - Adjust more readily to become better situational leaders
Bonus HR Consulting Training Workshops

- Emotional Intelligence
- Cultural Competence and Unconscious Bias
- Change Management
- Managing People and Performance
- Team Building
- Managing a Full Plate
- Working with Difficult People
- Workplace Burnout
- What Will It be Like to Go Back to Work after COVID 19?
- Improving Human Resources at Work
- Many more… and custom programs available

Email me at gcourounis@gmail.com