



Emotional Intelligence Research Report

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Workplace Strategies
for Mental Health

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March 2022

Methodology

- **Methodology:** This online survey was conducted among a sample of 1,803 adult Canadians who are employed.
- **Weighting:** National results have been weighted by the most current census data in terms of region.
- The following table outlines the number of surveys done in each region as well as the corresponding margin of error, if this research was conducted using a random probability sample

Region	Number of Interviews	Margin of error
	March 08 to March 14, 2022	
National	1,803	±2.3%
British Columbia	236	±6.4%
Alberta	196	±7.0%
Prairies	121	±8.9%
Ontario	694	±3.7%
Quebec	431	±4.7%
Atlantic Canada	125	±8.8%



Key Findings



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Overall Summary of Findings

- The majority of employed Canadians fall in the middle ground when it comes to their emotional intelligence, rarely strongly agreeing nor disagreeing to any statement, with an **average emotional intelligence score of 7.1/10**. Overall, 14% of respondents scored themselves high and only 1% scored themselves low.
- A comparison with results from a 2012 study shows that overall, **the emotional intelligence of managers has not increased in the past decade**. Self-assessed metrics have not changed in any noticeable way, apart from an increase from 47% (2012) to 53% of respondents being identified as “challenged” in one or more areas.
- **Employed Canadians score their emotional intelligence as strongest when it comes to their relationships with others**. Approximately one-quarter say they are great listeners, are respectfully direct when called for, are aware of how their words and actions affect others, understand others’ views and opinions even when they disagree, and are always respectful even when feeling frustrated or upset.
- Overall, **self-rated emotional intelligence scores are similar among men and women** though they demonstrate different areas of strengths and weaknesses. While men report feeling slightly more competent when it comes to being calm and confident in difficult situations (23% vs. 19% of women) whereas women scored themselves the lowest in this area. Women indicate being a great listener as their greatest strength (33% vs. 22% of men); in contrast, men scored themselves lowest in being able to see where people are coming from when they are really upset (10% vs. 22% of women).

Overall Summary of Findings

- Older Canadians (55+) are more confident in their emotional intelligence nearly across the board, falling behind other age groups in only one area, “feeling comfortable dealing with others’ negative emotional reactions” (7% vs. 18-34, 14%; 35-54, 10%). **Younger Canadians indicate their biggest area of improvement as the impact of stress on their productivity** (4% indicate stress does not impact).
- Respondents in people-centric employment sectors, such as healthcare, retail and education, reported higher levels of emotional intelligence than other industries. **Manufacturing and construction, for example, score low in areas related specifically to dealing with others’ emotions**, whereas 27% of respondents in the Retail industry indicated being easily able to approach an emotionally charged situation from a place of non-judgemental empathy and understanding.
- In a manager versus non-manager comparison, **managers scored themselves higher than non-managers across the board**. Gaps between the two ranged from 7% to 11% with the largest being “others regularly seek my help when they’re emotionally distressed”, though this may be a reflection of position rather than a factor of emotional intelligence. Managers are also more likely to feel that they are being manipulated through ineffective communication (13% vs. 7% of non-managers).

Demographic Differences

Age

- Emotional Intelligence scores are higher among older employed Canadians.
- Younger employed Canadians indicate having less control over their emotions, being less able to stay calm under pressure or in difficult situations, and having less control over their stress. They feel it is best for people to stay out of their way when facing urgent demands as they tend to show rather than say what they feel when they are upset. Anger is the hardest emotion for this age group to control, and when they get upset they say it takes a long time to feel like themselves again. They also report being less aware of their effect on others and less likely to think others see them as a great listener.
- Despite these challenges, younger employed Canadians are more likely to recognize the need for their improvement. They are more likely to feel they would be more effective if they could more effectively handle stress, and that it is important to continue to improve their skills to support others who are stressed.
- Despite their difficulties dealing with their emotions, younger employed Canadians tend to feel more comfortable dealing with others' negative emotions. They indicate being somewhat better than other age groups at pinpointing why they react a certain way.

	18-34	35-54	55+
High Emotional Intelligence Score	9%	15%	20%
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	31%	26%	26%
I'm generally calm and confident in difficult situations	16%	22%	27%
I remain calm even under extreme pressure	16%	17%	24%
I feel comfortable dealing with others' negative emotional reactions	14%	10%	7%
For the most part, I have control over my stress*	10%	19%	29%
Stress does not prevent me from being effective*	4%	9%	11%

* Asked in opposite in survey

Demographic Differences

Gender

- Emotional Intelligence Scores are similar among men and women.
- Overall, employed **men** indicate being better at keeping their emotions in check when dealing with others. They report feeling more calm and confident in difficult situations, and able to hide emotional reactions. They also feel confident in dealing with conflict and able to more easily provide constructive criticism. That said, they are also more likely to say they will have a strong emotional reaction when upset.
- Employed **women**, however, report being more empathetic to those around them. They feel more likely to be considered a good listener, are regularly sought after by those who are emotionally distressed, and are always respectful, no matter how frustrated they are. They score themselves highly in their ability to approach emotionally charged situations from a place of non-judgemental empathy and can adapt their communication style to meet the needs of others. They indicate confidence in their ability separate their own stress from situations and are more able to focus on others' needs even when dealing with their own issues and being more likely to focus on, understand and help when others are emotionally distressed.
- Employed **women** also report being more aware of their own role in the reaction of others, being able to understand their own emotions, where these emotions are coming from and the impact they have on others, more so than men.

	Men	Women
I am generally calm and confident in difficult situations	23%	19%
Most people around me would describe me as a great listener	22%	33%
I am aware of the effect what I do or say has on others	22%	32%
I'm easily able to adapt my communication style to meet others' needs and preferences	18%	22%
I am comfortable when others discuss their emotions with me*	13%	23%
I can understand where others are coming from when they're really upset*	10%	22%

* Asked in opposite in survey

Demographic Differences

Employment Industry

- People working in **retail** are more likely to indicate an understanding of the importance of learning to deal with their own stress and supporting others dealing with stress by creating a positive mood and approaching emotional situations from a place of non-judgemental empathy. They feel more aware of what triggers emotional reactions and are always respectful regardless of what is going on around them and are more confident in resolving conflict
- Respondents in the **education** sector are self-assessing high scores in emotional intelligence (19%). They are more confident than others in their ability to deal with the emotions of others. They report understanding the opinions of others, even when they disagree, are considered great listeners, and can adapt their communication style to meet the needs of others. They are less likely to feel uncomfortable when others discuss their emotions and can remain calm when doing so. They will offer support to others even when they are not directly responsible and are more likely to be considered respectful and direct. Throughout this, they indicate being more likely to be aware of the effect of what they do or say on others. Despite this, stress is hard for this industry and they reveal feeling less able to create positive moods when dealing with their own stress. Some report issues with work-life balance as well as an ineptitude in receiving criticism well.

	Retail
I feel it's a good use of my time to focus on building skills that will help me better understand and manage stress	29%
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	27%
I'd be more effective, personally and professionally, if I found ways to better manage stress	23%
I know how to create a positive mood when those around me are under high stress	23%
People would describe me as skilled at resolving conflict	21%

	Education
Most people around me would describe me as a great listener	35%
I feel I have a good ability to understand others' views and opinions, even when I disagree	31%
Others would describe me as being respectfully direct when the situation calls for it	29%
I'm easily able to adapt my communication style to meet others' needs and preferences	25%
I know how to create a positive mood when those around me are under high stress	15%

Demographic Differences

Employment Industry

- Those working in **manufacturing** and, to a degree, **construction** indicate placing less importance on dealing with emotions. Dealing with their own stress as well as supporting the stress of others is not something they consider important. They reveal to be less aware of their impact on others and less able to adapt their communication styles. Others are less likely to turn to those in this industry when they are emotionally distressed and they report being less likely to offer their support in these situations. Respondents in these sectors are not comfortable dealing with emotions and are more likely to feel they are being manipulated by those showing this emotion. Those in construction are more confident in their ability to provide constructive criticism than those in other industries.
- Respondents in the **healthcare** sector indicate an understanding of the importance of providing support to others and feel they should continue to improve those skills. They report being more comfortable dealing with others' negative emotions and providing support and can adapt their communication styles to meet the needs of others. However, those in this industry reveal having problems dealing with their own emotions, having less control over their stress and being less likely to stay calm and respectful in difficult situations. They feel their stress causes them to be less effective.

	Manufacturing
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	17%
I'm easily able to adapt my communication style to meet others' needs and preferences	14%
I am comfortable speaking to others about their emotions/feelings	7%
Others regularly seek my help when they're emotionally distressed	5%
I acknowledge others' emotional support, even if they don't come to me for support*	4%

	Healthcare
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	32%
I'm easily able to adapt my communication style to meet others' needs and preferences	21%
I'm generally calm and confident in difficult situations	17%
For the most part, I have control over my stress*	11%
Stress does not prevent me from being effective*	5%

* Asked in opposite in survey

Demographic Differences

Mental Health Condition Diagnosis

- Those who have received a mental health diagnosis report being better in tune with their own and others' emotions. They are confident in their ability to understand the opinions of others, even when they disagree, are comfortable dealing with emotions and feelings and are better able to deal with the emotions of others, even when they themselves are under stress. They indicate being more aware of what triggers their emotions and of the effect of what they do and say on others. They express being less likely to consider others' communication or emotional shortcomings as manipulation and better able to take criticism. However, they have a hard time remaining calm under pressure, feel they have no control over their stress, and do not deal well with conflict. They demonstrate an understanding the importance of working on their reaction to stress, either their own or others and they feel stress impedes their ability to be effective.

	Mental Health Condition	No Mental Health Condition
I feel it's a good use of my time to focus on building skills that will help me better understand and manage stress	33%	23%
Complaining, whining or crying are not almost always a ploy to get my attention*	28%	19%
Stress prevents me from being as effective as I would like to be	26%	14%
I understand where others are coming from when they're really upset*	24%	15%
I'm generally comfortable speaking to others about their emotions and feelings	21%	13%
It's unreasonable to focus on others' emotional reactions when I'm under high demands*	16%	7%
I'm generally calm and confident in difficult situations	15%	22%
I remain calm even when I am under pressure	12%	19%
I have control over my stress*	10%	19%

* Asked in opposite in survey

Demographic Differences

Members of the LGBTQ2S+ Community

- Those in the LGBTQ2S+ indicate being more empathetic toward the issues of others. They are more confident in their ability to deal with strong emotions and understand where people are coming from and don't shy away from negative emotions. However, they express being less likely to stay calm in difficult situations or under pressure and have less control over their stress, which impacts their effectiveness.

	LGBTQ2S+	Non LGBTQ2S+
I'd be more effective, personally and professionally, if I found ways to better manage stress	30%	19%
Complaining, whining or crying are not always a ploy to get my attention*	29%	19%
I'm generally comfortable speaking to others about their emotions and feelings*	24%	13%
I generally acknowledge others' emotional distress even when they don't come to me for support*	15%	7%
I can easily remain calm when dealing with someone who is emotionally upset	14%	23%
I'm generally calm and confident in difficult situations	13%	22%
I remain calm under extreme pressure	12%	19%
I have control over my stress*	12%	19%

* Asked in opposite in survey

Demographic Differences

Visible Minority

- Visible minority Canadians indicate being less concerned about the emotions of others. They do not feel they are considered great listeners and do not demonstrate dealing with the emotions or problems of others unless they have to, as they can sometimes see this as a form of manipulation.
- Visible minority Canadians also do not express feeling they need to be in tune with their own emotions, being less able to describe their emotions or understand how their actions impact others.
- This group is less likely to score themselves highly in emotional intelligence (10% vs. 15% of non-visible minorities).

	Visible Minority	Not a Visible Minority
High Emotional Intelligence Score	10%	15%
I'm aware of the effect what I do or say has on others	22%	28%
Most people around me would describe me as a great listener	21%	28%
It's unreasonable to focus on others' emotional reactions when I'm under high demands	13%	6%
I provide support to others when they are emotionally distressed, even if I am not directly responsible*	10%	15%
I can accurately describe the specific emotions I'm feeling at any given moment	9%	14%
Ineffective communication is not always a sign of being manipulated*	7%	12%
I generally acknowledge others' emotional distress even when they don't come to me for support*	5%	8%

* Asked in opposite in survey

Demographic Differences

Region

- Residents of **British Columbia** are less likely to indicate being in tune with their own emotions. They express being ineffective in accurately describing their emotions or pinpointing why they react a certain way, less able to remain calm in difficult situations, and are more likely to think people should stay out of their way as they act quickly and reflect later when under pressure. Canadians in this region are more likely to report being less confident in dealing with others as they are less likely to be respectfully direct, less able to provide non-judgemental empathy, and less likely to adapt their communication styles to meet the situation. They also demonstrate being less likely to provide support when it is not their direct responsibility and more likely to feel they are being manipulated.
- Those in **Quebec** are likely indicate more confidence in their ability to understand emotions but do not always want to deal with them. They express easily telling the difference between similar emotions and can pinpoint why they react in certain ways. They are likely to report the ability to approach emotionally charged situations from a place of non-judgemental empathy and adjust their communication style to meet the needs of others; they also think people find them to be a good listener. However, they are also likely to reveal not handling negative emotions well, are uncomfortable when people discuss their emotions, tend to not understand where people are coming from when they are upset, and will not offer support unless it is requested or required of them.

	BC
Others would describe me as being respectfully direct when the situation calls for it	18%
I'm generally calm and confident in difficult situations	17%
I'm easily able to adapt my communication style to meet others' needs and preferences	16%
I can usually pinpoint exactly why I reacted a certain way	16%
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	14%
I can accurately describe the specific emotions I'm feeling at any given moment	9%

	Que
Most people around me would describe me as a great listener	34%
I can easily tell the difference between similar emotions, such as anger, disgust and shame	30%
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	25%
I'm easily able to adapt my communication style to meet others' needs and preferences	23%
I am not uncomfortable when others' discuss emotions*	15%
I acknowledge others' emotional distress even when they don't come to me for support*	6%

* Asked in opposite in survey

Demographic Differences

Managers vs. Non-Managers

- Unsurprisingly, managers report being more likely asked to help others when they are emotionally distressed. They indicate being more able to tell the difference between similar emotions and are more comfortable dealing with others' negative reactions while remaining calm and confident. However, they also demonstrate being more likely to think they are being manipulated and have a harder time with work-life balance.

	Managers	Non-Managers
I can easily tell the difference between similar emotions, such as anger, disgust and shame	31%	22%
I'm generally calm and confident in difficult situations	27%	20%
Others regularly seek my help when they're emotionally distressed	22%	11%
I feel comfortable dealing with others' negative emotional reactions	17%	10%
I regularly struggle with maintaining good work-life harmony	16%	10%
It's unreasonable to focus on others' emotional reactions when I'm under high demands	13%	6%
Ineffective communication is almost always a sign of someone being manipulative	13%	7%
People can tell I'm emotionally upset, even if I haven't said a word	11%	18%
Complaining, whining or crying are almost always a ploy to get my attention	11%	5%

Managers

- Overall, managers score slightly higher on most emotional intelligence factors than non-managers.
- Nine-in-ten managers indicate understanding the importance of improving their skills and supporting those who are stressed, with men agreeing more strongly than women.
- 82% of managers reported being respectful no matter how frustrated or upset they are, with women managers and those aged 35-54 more likely to strongly agree.
- Half of Canadian managers between 18-34 years indicate lacking confidence in their ability to control their stress.
- 83% of managers reported being able to approach emotionally charged situations from a place of non-judgment, empathy, and understanding. women managers are more likely to be able to show empathy and non-judgment.

Non-Managers

- Over one quarter (27%) of non-managers agree that others see them as a good listener. Residents of the Prairies and Ontario, workers in the transportation industry, those over 35 years old, and identifying as male strongly agree to being described as a good listener by others.
- 86% of non-managers indicate being aware of the effect they have on others. This is particularly true for those working in the education, finance or insurance sectors, above 35 years of age, identifying as female or a member of the LGBTQ2S+ community, and those diagnosed with a mental health disorder.
- More than half (55%) of non-managers reported being comfortable while dealing with others' negative emotional reactions. Men and visible minorities are more likely to deal better with negative reactions.
- 52% of non-managers generally say they don't acknowledge others' emotional distress until they are approached. Residents of Quebec, men, those working in manufacturing, transportation and construction, working on-site, and visible minorities report being less likely to acknowledge others' emotional distress.



Results in Detail

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About one-quarter understand the need to improve stress management and negative emotions

- Both managers and non-managers have the same feelings when it comes to the need to manage and improve their stress control, and very few say they have no control over their stress.
- While few in either group regularly struggle with maintaining work-life harmony, managers have a harder time with this than non-managers.

Strongly Agree Scores

	Managers	Non-Managers	Gap
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	32%	27%	-5
I feel it's a good use of my time to focus on building skills that will help me better understand and manage stress	26%	24%	-2
I'm aware of what might trigger my emotions or reactions	23%	21%	-2
I'm confident I can improve how I react to stress	20%	20%	0
I'd be more effective, personally and professionally, if I found ways to better manage stress	21%	19%	-2
Stress prevents me from being as effective as I'd like to be	14%	15%	+1
I regularly struggle with maintaining good work-life harmony	16%	10%	-6
For the most part I have no control over my stress	7%	6%	-1



Considerably higher than other group

At least a fifth are generally calm and confident and great listeners

- Managers tend to be calmer and more confident in difficult situations compared to non-managers.
- However, managers are of the belief that it's unreasonable to focus on others' emotional reactions when they are under pressure themselves and it's not up to them to provide support unless they are directly responsible. Significantly a smaller number of non-managers have this belief.

Strongly Agree Scores

	Managers	Non-Managers	Gap
Most people around me would describe me as a great listener	29%	27%	-2
I'm generally calm and confident in difficult situations	27%	20%	-7
I tend to communicate more intensely when I feel I'm not getting my message across	19%	15%	-4
I can accurately describe the specific emotions I'm feeling at any given moment	18%	13%	-5
It's unreasonable to focus on others' emotional reactions when I'm under high demands	13%	6%	-7
Unless I'm directly responsible, it's not up to me to provide support to others when they are emotionally distressed	12%	6%	-6
I generally don't acknowledge others' emotional distress unless they choose to come to me for support	11%	8%	-3
Complaining, whining or crying are almost always a ploy to get my attention	11%	5%	-6
I generally avoid expressing my concerns if I know addressing an issue might upset someone	10%	12%	+2
I have a hard time understanding where others are coming from when they're really upset	9%	5%	-4
I'm generally uncomfortable speaking to others about their emotions and feelings	9%	9%	0
I'm uncomfortable when others discuss their emotions with me	8%	6%	-2



More than a fifth have a good understanding of emotions and are respectful toward others

- Managers have a better understanding of emotions as well as the ability to understand others' views and opinions as opposed to non-managers.
- For managers, ineffective communication is a sign of being manipulative. Significantly less number of non-managers are of this opinion.

Strongly Agree Scores

	Managers	Non-Managers	Gap
I can easily tell the difference between similar emotions, such as anger, disgust and shame	31%	22%	-9
I feel I have a good ability to understand others' views and opinions, even when I disagree	30%	25%	-5
Others would describe me as being respectfully direct when the situation calls for it	25%	25%	0
I know how to create a positive mood when those around me are under high stress	23%	18%	-5
I'm easily able to adapt my communication style to meet others' needs and preferences	21%	20%	-1
Generally, it's best to avoid negative emotions and move forward	20%	18%	-2
When I'm upset, I tend to show, rather than say, how I feel	16%	12%	-4
Those who criticize or blame me are typically trying to deflect blame from themselves	16%	13%	-3
When faced with urgent demands, it's generally best for me if others stay out of my way	14%	13%	-1
Ineffective communication is almost always a sign of someone being manipulative	13%	7%	-6
When under high pressure, I tend to act quickly and reflect later	13%	12%	-1




Considerably higher than other group

Remaining calm while dealing with others is a strong trait for more than a quarter

- One-quarter of managers and non-managers alike strongly understand the effect of their actions or words they might have on others.
- Non-managers are significantly more likely to portray what they feel compared to the managers, and managers have harder time dealing with emotions.

Strongly Agree Scores

	Managers	Non-Managers	Gap
I'm aware of the effect what I do or say has on others	29%	27%	-2
I can easily remain calm when dealing with someone who's emotionally upset	26%	22%	-4
People can tell I'm emotionally upset, even if I haven't said a word	11%	18%	+7
I remain calm even under extreme pressure	21%	18%	-3
Negative emotions generally don't serve any useful function	22%	17%	-5
Anger's one of the hardest emotions for me to control	14%	11%	-3
I tend to immediately defend or justify myself when receiving negative or critical feedback	9%	10%	+1
It's impossible for me to hide my emotional reactions even when I try to control them	9%	10%	+1
It's not my fault if others misinterpret the way I respond to them	12%	9%	-3
When someone's upset, I'm generally not sure what to say or do	14%	8%	-6
I'm uncomfortable providing constructive or critical feedback to others	13%	8%	-5

 Considerably higher than other group

Both managers and non-managers are vigilant of their emotions at the same rate

- Managers are significantly more approached by those who need help and are more comfortable dealing with negative emotions than non-managers

Strongly Agree Scores

	Managers	Non-Managers	Gap
Others would say I'm always respectful no matter how frustrated or upset I am	26%	23%	-3
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	22%	20%	-2
Dealing with conflict is something I find very stressful	17%	19%	+2
I can usually pinpoint exactly why I reacted a certain way	22%	18%	-4
People would describe me as skilled at resolving conflict	17%	12%	-5
Others regularly seek my help when they're emotionally distressed	22%	11%	-11
If I get upset, it takes a long time for me to feel like myself again	15%	11%	-4
I feel comfortable dealing with others' negative emotional reactions	17%	10%	-7
Anyone who upsets me should be prepared for a strong emotional reaction	12%	7%	-5
I've generally found that others become upset when I give them negative feedback	7%	7%	0



Considerably higher than other group



Managers

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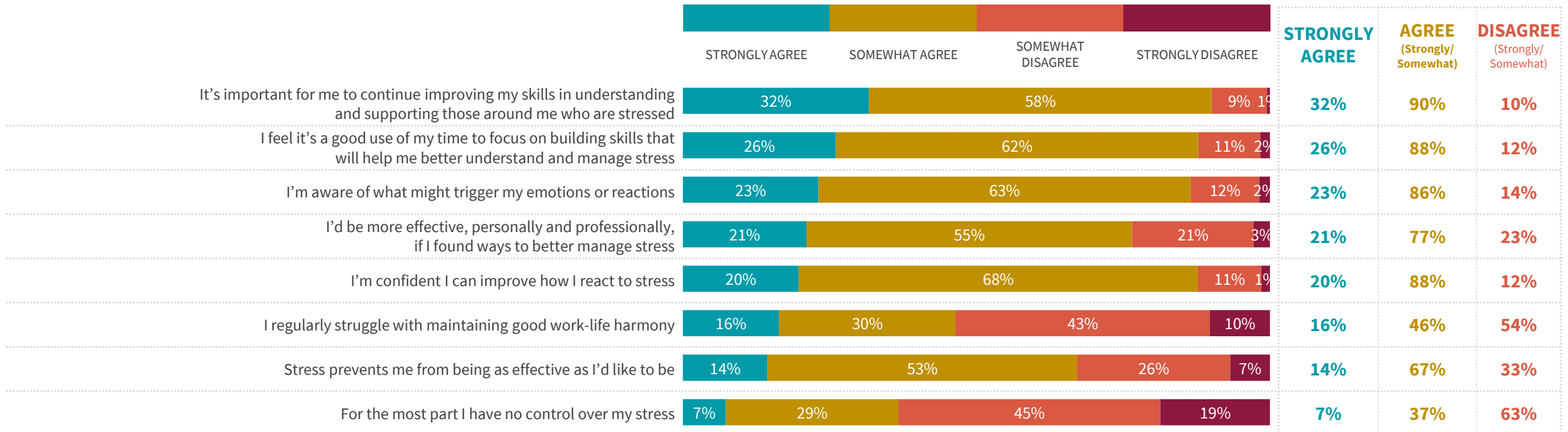
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While most managers somewhat understand the importance of emotional intelligence, two-fifths say they have no control over their stress

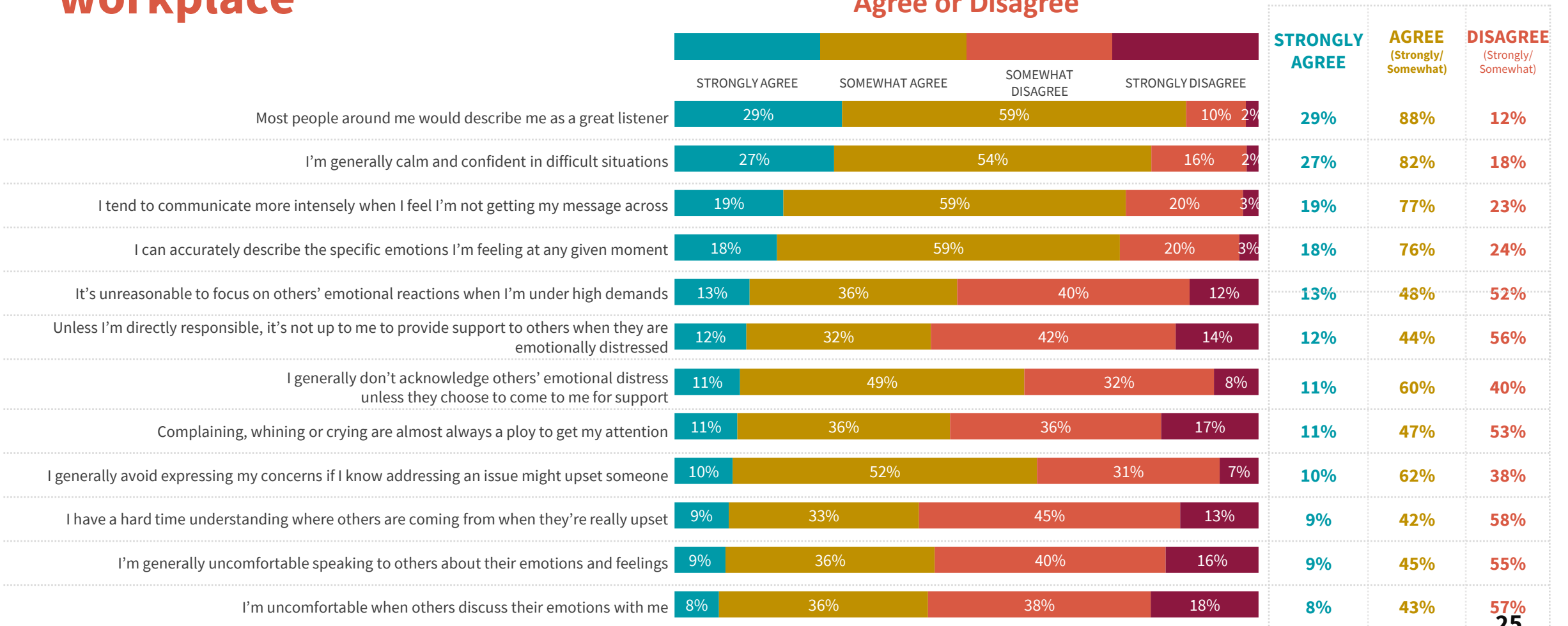
- Nine-in-ten managers somewhat (58%) to strongly (32%) understand the importance of improving their skills and supporting those who are stressed. Men managers agree the most with the statement.
- There is almost a split when it comes to work-life harmony; while 46% report struggling with maintaining it, 54% said they disagree and maintain work-life harmony.
- Two-fifths (37%) report having no control over their stress. 63% said they somewhat (45%) to strongly (19%) disagree with the statement. Those aged between 18-34 years (50%) agree to have no control over their stress.

Agree or Disagree



Managers are likely to report recognizing the importance of being calm and confident, a good listener and supporting others in their workplace

Agree or Disagree



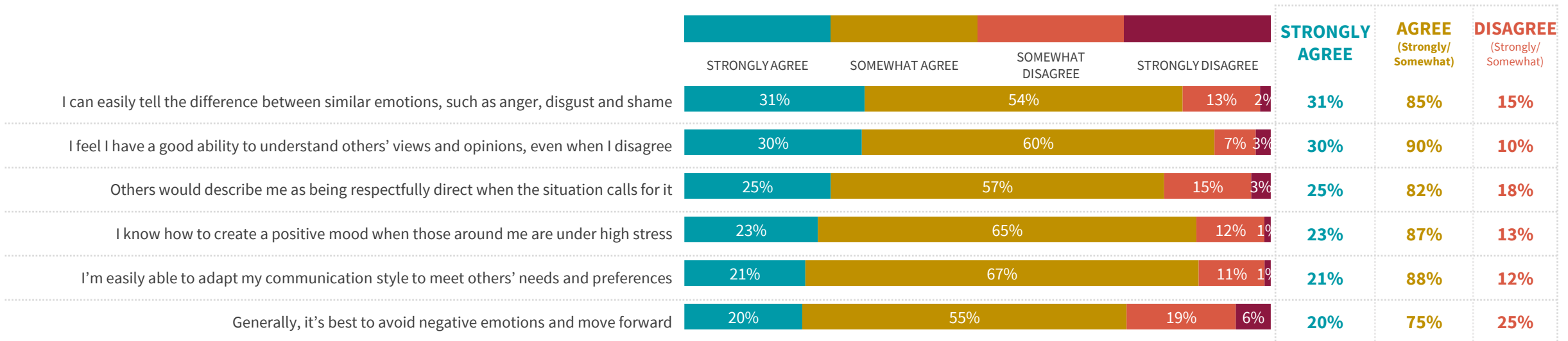
Base: Total (n=202)

Q9. To what extent do you agree or disagree with each of the following statements?

Most managers are likely to indicate having a good understanding of emotions, and three quarters report avoiding negative emotions

- Almost a third (31%) of the managers strongly agree with 54% somewhat agreeing to know the differences between similar emotions. Additionally, nine-in-ten managers have a good ability to understand others' views and opinions, even when they disagree.
- Three quarters reported that it's best to avoid negative emotions and move forward instead of sticking with them.

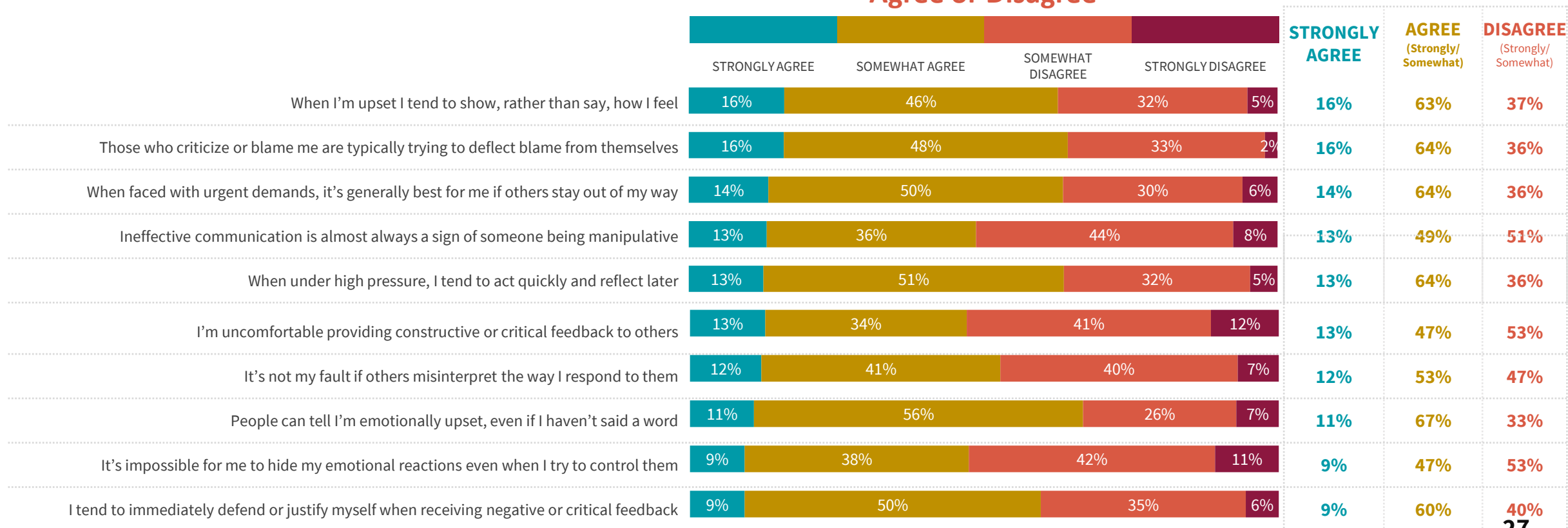
Agree or Disagree



Handling pressure and criticism are not the strongest traits for most of the managers

- Three-fifths of managers somewhat (48%) to strongly (18%) agree that those who criticize or blame them are trying to deflect blame from themselves. Managers in the 35- to 54-year-old age group are likely to agree with the statement.
- There is a split between those who consider ineffective communication as a sign of someone being manipulative with 49% agreeing and 51% disagreeing.

Agree or Disagree



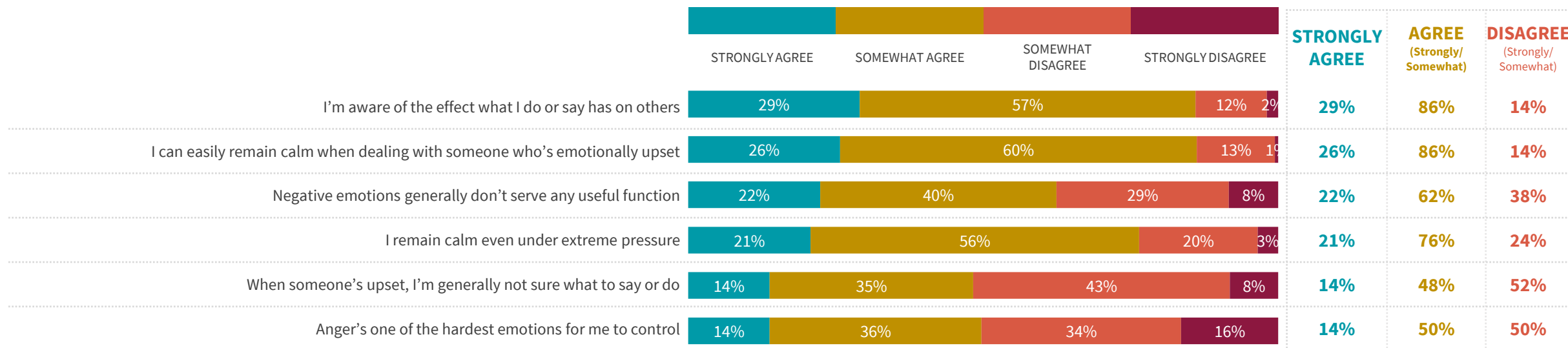
Base: Total (n=202)

Q10. To what extent do you agree or disagree with each of the following statements?

Majority of the managers have an ability to remain calm under various situations

- Close to nine-in-ten managers report being aware of the effect they have on others.
- 86% and 76% reported staying calm while dealing with someone who’s emotionally upset and under extreme pressure, respectively.
- There is a split among managers when it comes to indicating whether they are able to control their anger.

Agree or Disagree



Managers indicate having mixed feelings about dealing with conflict

- While three-quarters of the managers indicate they would be described as skilled at resolving conflict, three-fifths find dealing with it very stressful.
- There is a split among managers who give a strong emotional reaction to those who upset them and those who do not.

Agree or Disagree

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	STRONGLY AGREE	AGREE (Strongly/Somewhat)	DISAGREE (Strongly/Somewhat)
Others would say I'm always respectful no matter how frustrated or upset I am	26%	57%	14%	2%	26%	84%	16%
Others regularly seek my help when they're emotionally distressed	22%	54%	20%	4%	22%	77%	23%
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	22%	61%	17%	1%	22%	83%	17%
I can usually pinpoint exactly why I reacted a certain way	22%	65%	12%	1%	22%	87%	13%
I feel comfortable dealing with others' negative emotional reactions	17%	53%	25%	5%	17%	70%	30%
People would describe me as skilled at resolving conflict	17%	57%	23%	3%	17%	74%	26%
Dealing with conflict is something I find very stressful	17%	44%	33%	6%	17%	61%	39%
If I get upset, it takes a long time for me to feel like myself again	15%	39%	38%	9%	15%	53%	47%
Anyone who upsets me should be prepared for a strong emotional reaction	12%	38%	39%	11%	12%	50%	50%
I've generally found that others become upset when I give them negative feedback	7%	45%	42%	5%	7%	53%	47%

Base: Total (n=202)

Q12. To what extent do you agree or disagree with each of the following statements?



Non-Managers

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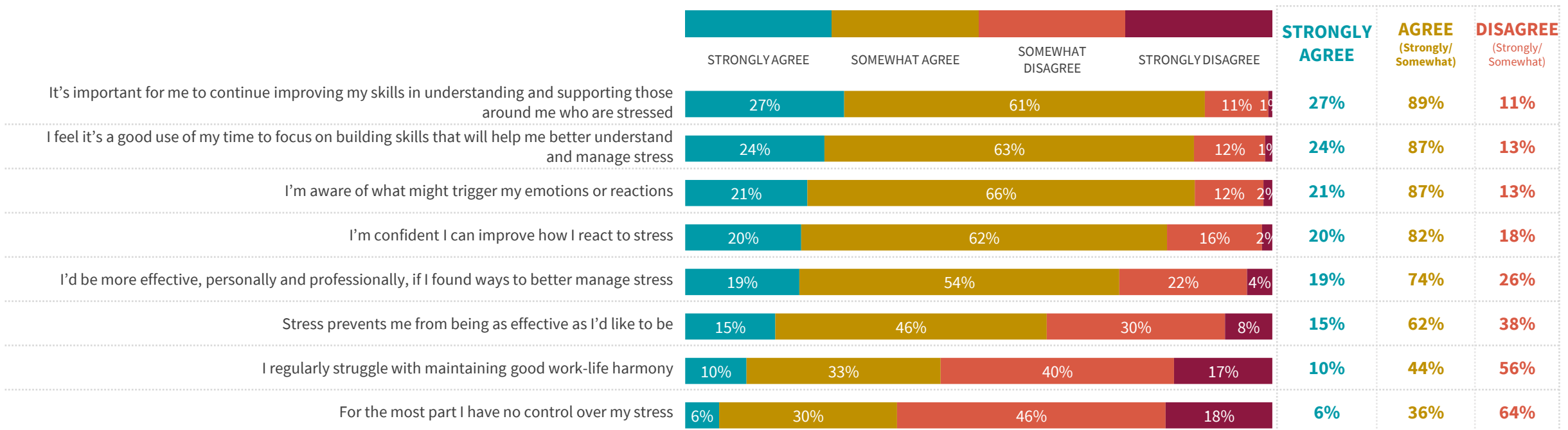
Compliments of Canada Life

 pollara
strategic insights

Similar to managers, nearly two-fifths of non-managers say they have no control over their stress

- Nine-in-ten non-managers report understanding the importance of improving their skills and supporting those who are stressed around them. Those living in the Atlantic provinces and Quebec, women, and those working remotely are more likely to agree with the statement.
- Close to two-fifths (36%) report having no control over their stress while two-thirds (64%) disagreed with that statement. Non-managers living Alberta, those with more than one manager, who work in the retail and construction industry, younger (18-54) or diagnosed with mental health issue are more likely to indicate they have no control over stress.

Agree or Disagree



Base: Total (n=1,601)

Q8. To what extent do you agree or disagree with each of the following statements?

Non-managers feel they are calm and confident and a good listener and are able to describe their emotions

- More than a quarter (27%) of the non-managers strongly agree that others would describe them as a great listener with a fifth indicating that they are generally calm and confident in difficult situations.
- Residents of Prairies and Ontario, those working in the transportation industry, 35+ year olds, and men strongly agree to be described as a good listener by others.
- Two-thirds of non-managers report having the ability to accurately describe the emotions that they feel and more than half (56%) are comfortable addressing emotions and feelings of others and 44% being uncomfortable.
- Residents of BC, Alberta, Ontario, and Atlantic, those working in manufacturing and construction industries, 35 to 54 year olds, males, those who work on site most/all of the time, and visible minorities are more likely to feel uncomfortable while handling emotions and feelings of others.

Agree or Disagree

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	STRONGLY AGREE	AGREE (Strongly/Somewhat)	DISAGREE (Strongly/Somewhat)
Most people around me would describe me as a great listener	27%	54%	17%	2%	27%	81%	19%
I'm generally calm and confident in difficult situations	20%	57%	20%	3%	20%	77%	23%
I tend to communicate more intensely when I feel I'm not getting my message across	15%	56%	26%	3%	15%	71%	29%
I can accurately describe the specific emotions I'm feeling at any given moment	13%	53%	30%	4%	13%	66%	34%
I generally avoid expressing my concerns if I know addressing an issue might upset someone	12%	55%	29%	5%	12%	66%	34%
I'm generally uncomfortable speaking to others about their emotions and feelings	9%	35%	42%	13%	9%	44%	56%

Base: Total (n=1,601)

Q9. To what extent do you agree or disagree with each of the following statements?

More than half of non-managers report not being uncomfortable while addressing the emotions and feelings of others

- More than half (52%) of the non-managers generally don't acknowledge others' emotional distress until they approach them. 48% disagreed with the statement. Residents of Quebec, male, those working in manufacturing, transportation and construction, working on-site, and a visible minority are less likely to acknowledge others' emotional distress.
- Two-thirds of the non-managers disagree with the statement that complaining, whining and crying is the way to get their attention. Though this is true for a third. Residents of BC, Ontario, those working in retail, finance and construction industry, males and visible minorities are more likely to pay attention on others when they are complaining, whining or crying.

Agree or Disagree

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	STRONGLY AGREE	AGREE (Strongly/Somewhat)	DISAGREE (Strongly/Somewhat)
I generally don't acknowledge others' emotional distress unless they choose to come to me for support	8%	44%	40%	8%	8%	52%	48%
It's unreasonable to focus on others' emotional reactions when I'm under high demands	6%	38%	48%	8%	6%	44%	56%
Unless I'm directly responsible, it's not up to me to provide support to others when they are emotionally distressed	6%	32%	48%	14%	6%	38%	62%
I'm uncomfortable when others discuss their emotions with me	6%	30%	46%	18%	6%	36%	64%
I have a hard time understanding where others are coming from when they're really upset	5%	31%	48%	16%	5%	36%	64%
Complaining, whining or crying are almost always a ploy to get my attention	5%	29%	46%	20%	5%	33%	67%

Base: Total (n=1,601)

Q9. To what extent do you agree or disagree with each of the following statements?

Like managers, non-managers are likely to report having a good understanding of emotions

- Four-fifths (82%) of non-managers report being respectfully direct when the situation calls for it. Residents of Alberta and older non-managers (55+) are most likely to indicate being respectfully direct.
- A fifth (22%) of non-managers strongly agree and 58% somewhat agree to know the differences between similar emotions. Additionally, nine-in-ten (88%) non-managers indicate the ability to understand others' views and opinions, even when they disagree, a finding similar to managers.
- Seven-in-ten report that it's best to avoid negative emotions and move forward instead of sticking with them. Managers in Quebec, those working in manufacturing and construction industries, those aged above 35 years, men, those working on site most/all the time, visible minorities, and members of the LGBTQ2S+ community are more likely to do so.

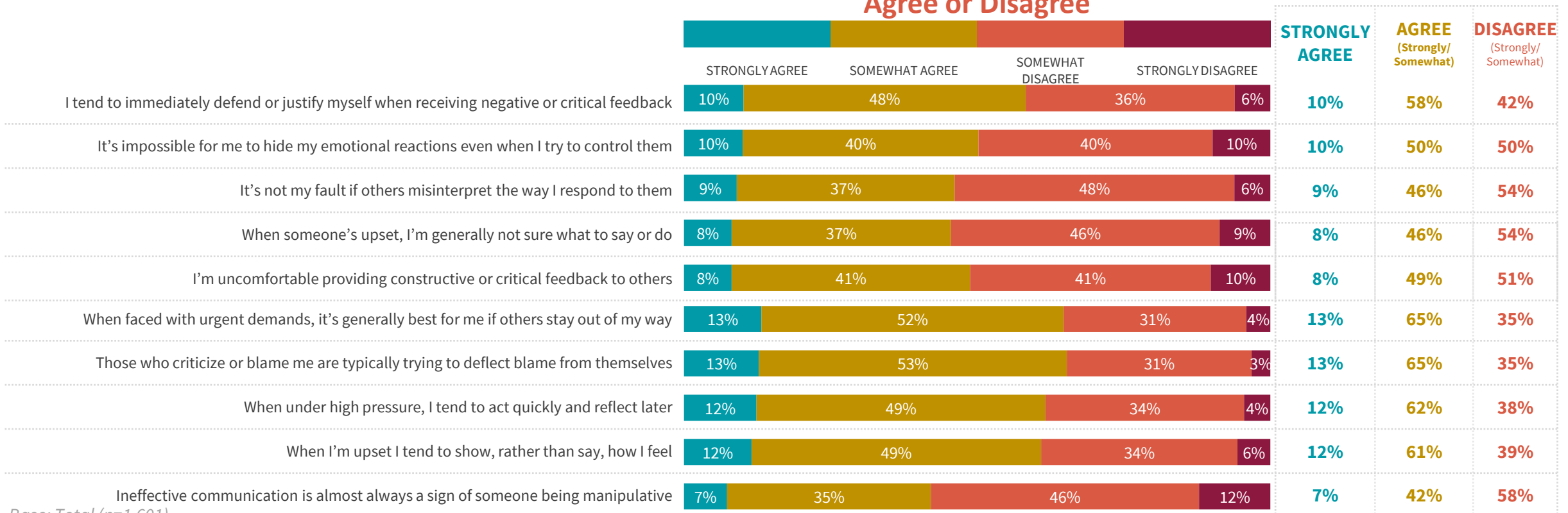
Agree or Disagree

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	STRONGLY AGREE	AGREE (Strongly/Somewhat)	DISAGREE (Strongly/Somewhat)
Others would describe me as being respectfully direct when the situation calls for it	25%	57%	16%	2%	25%	82%	18%
I feel I have a good ability to understand others' views and opinions, even when I disagree	25%	63%	11%	1%	25%	88%	12%
I can easily tell the difference between similar emotions, such as anger, disgust and shame	22%	58%	17%	2%	22%	80%	20%
I'm easily able to adapt my communication style to meet others' needs and preferences	20%	63%	15%	1%	20%	83%	17%
Generally, it's best to avoid negative emotions and move forward	18%	52%	25%	5%	18%	70%	30%
I know how to create a positive mood when those around me are under high stress	18%	60%	19%	3%	18%	78%	22%

Giving or receiving a critical feedback is uncomfortable for most non-managers

- Younger non-managers (18-34) and those in BC, Ontario, Prairies, and Atlantic provinces, and women are most likely to report being uncomfortable while providing constructive and critical feedback.
- There is a split among those who indicate being able to hide their emotions and who can't; younger employees (18-54) and women are less likely able to hide their emotional reactions even when they try to do so.
- Three-fifths of non-managers disagree that ineffective communication is a sign of someone being manipulative with 42% agreeing. Residents of BC, Ontario, and Atlantic provinces, men, those working in retail and manufacturing, and those identifying themselves as a visible minority are more likely to agree with the statement.

Agree or Disagree



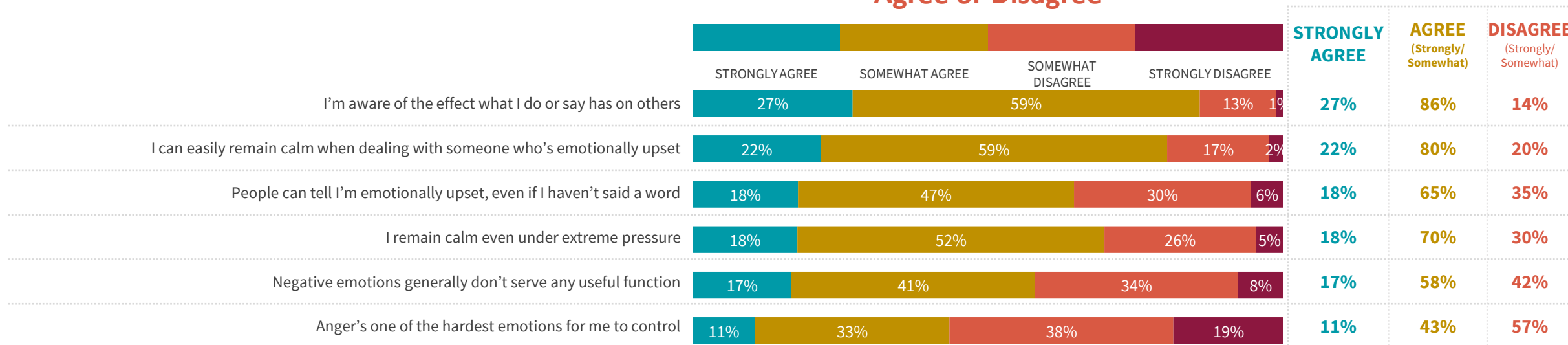
Base: Total (n=1,601)

Q11. To what extent do you agree or disagree with each of the following statements?

Non-managers report to have the ability to remain calm under various situations

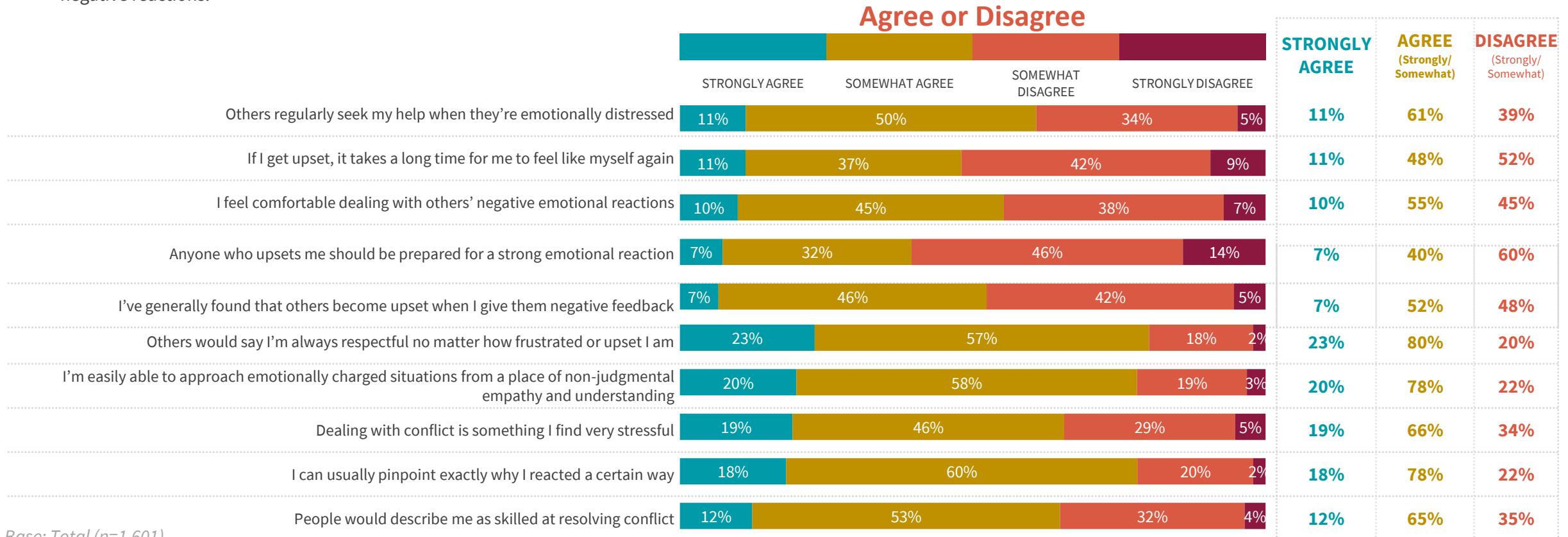
- Close to nine-in-ten non-managers indicate being aware of the effect they have on others. This is specifically true for those working in the education and finance and insurance sectors, aged above 35 years, women, members of the LGBTQ2S+ community, and those diagnosed with a mental health disorder.
- 80% and 70% report staying calm while dealing with someone who's emotionally upset and under extreme pressure, respectively.
- Close to three-fifths of non-managers disagree with the statement that anger is the hardest emotion for them to control while 43% agree with it. Residents of Atlantic provinces, those who have more than one manager, younger (18-54), visible minorities, and those diagnosed with a mental health disorder agree that anger is one of the hardest emotions for them to control.

Agree or Disagree



Non-managers indicate being emotionally vigilant while dealing with difficult situations

- Two-fifths of non-managers report they will give a strong emotional reaction if someone upsets them while 60% disagreed with the statement; younger (18-34) and those identifying themselves as visible minorities are more likely to say they would give a strong emotional reaction when upset.
- More than half (55%) reported being comfortable while dealing with others' negative emotional reactions. Men and visible minorities are more likely to indicate dealing well with negative reactions.

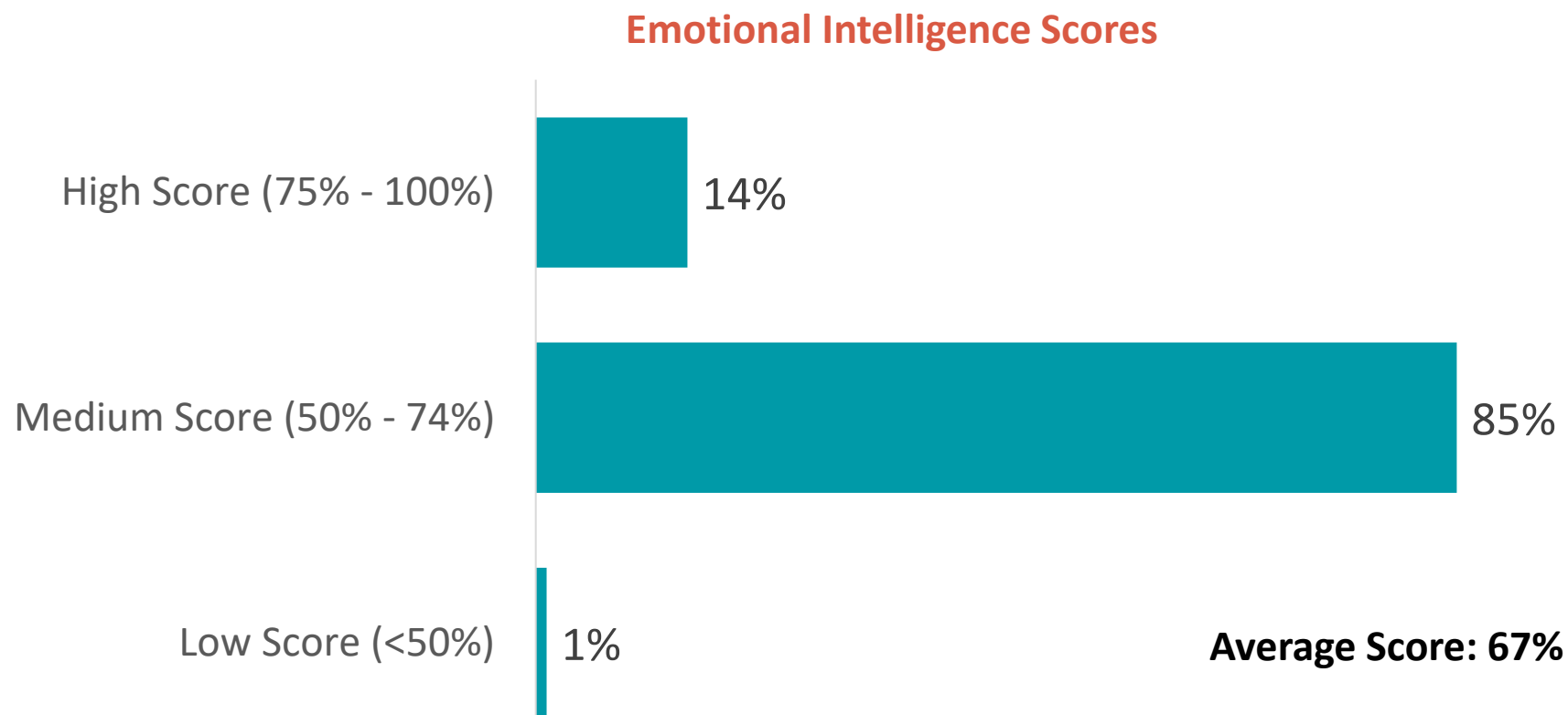


Base: Total (n=1,601)

Q13. Overall, how would you rate your ability to manage and bounce back from these challenges and unexpected troubles?

Most employed Canadians have a mid-range Emotional Intelligence score

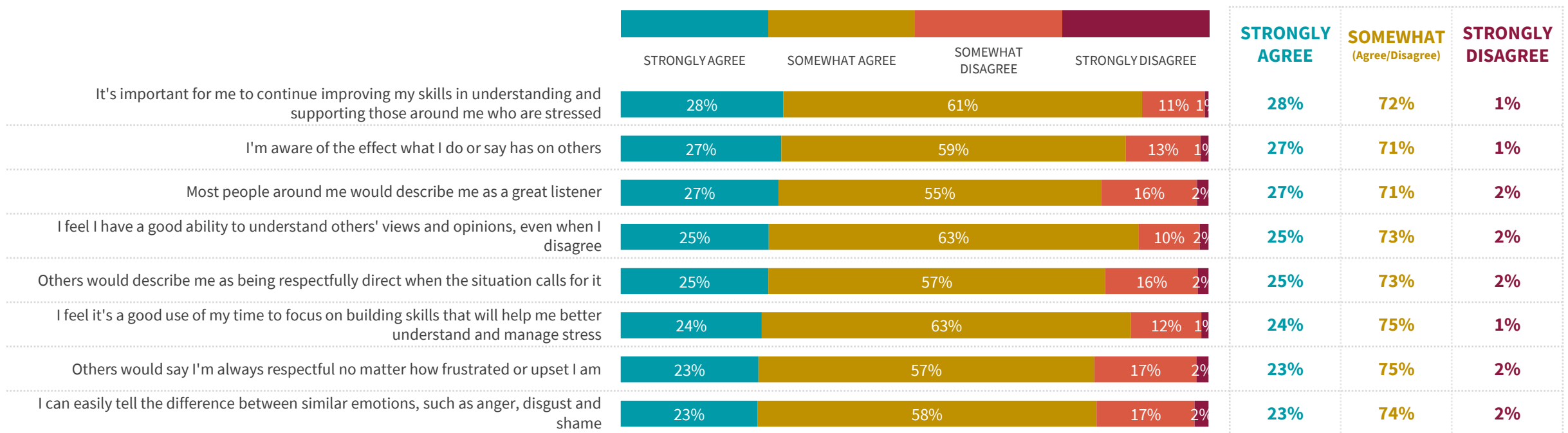
- More than eight-in-ten (85%) employed Canadians self-assessed an emotional intelligence score that falls in the middle range, with 14% achieving a high score and only 1% a low score.
- The average score achieved was 67%.



Overall, Canadians scored highest in ability to deal with others and importance of improving these skills

- While only approximately one-quarter of Canadians strongly agree with these statements, these are higher than scores for other emotional intelligence statements.

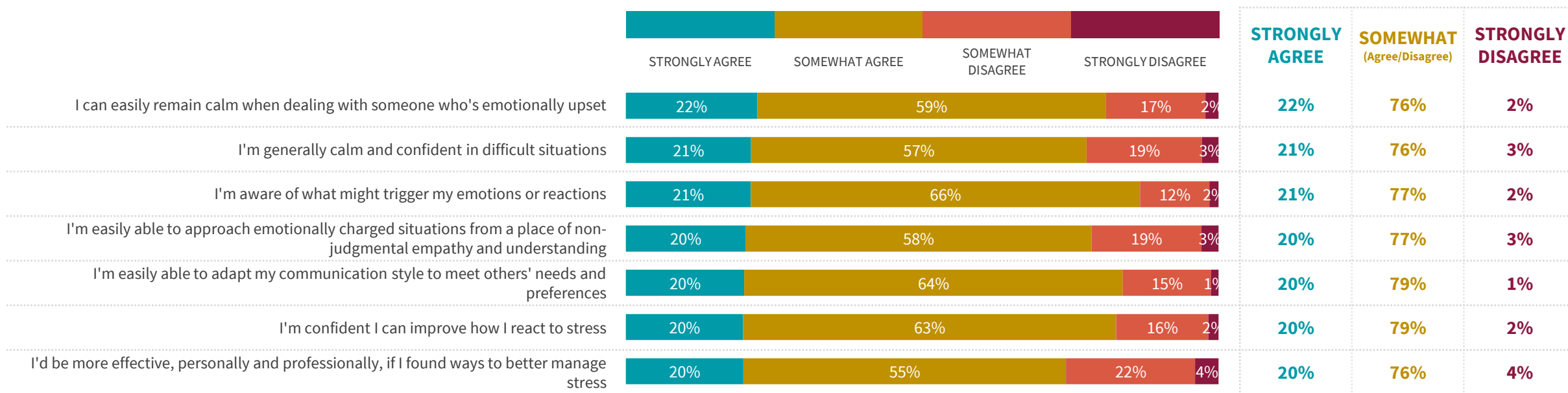
Positive Statements - Agree or Disagree



Scores in ability to remain calm in emotionally charged situations are moderate

- Likewise, one-fifth strongly agree that they could improve their stress reactions, indicating they feel it would make them more effective.

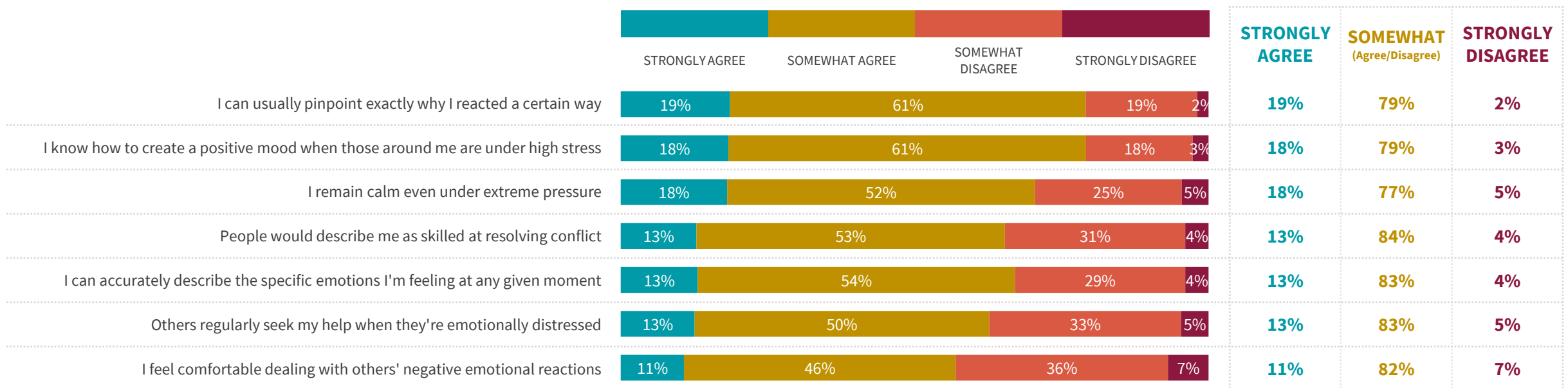
Positive Statements - Agree or Disagree



Canadians are not confident in their ability to deal with negative emotions or conflict

- While almost one-fifth express an ability to understand their reactions and remain calm under pressure, they report being unlikely to be sought out for assistance or be comfortable dealing with negative emotions.

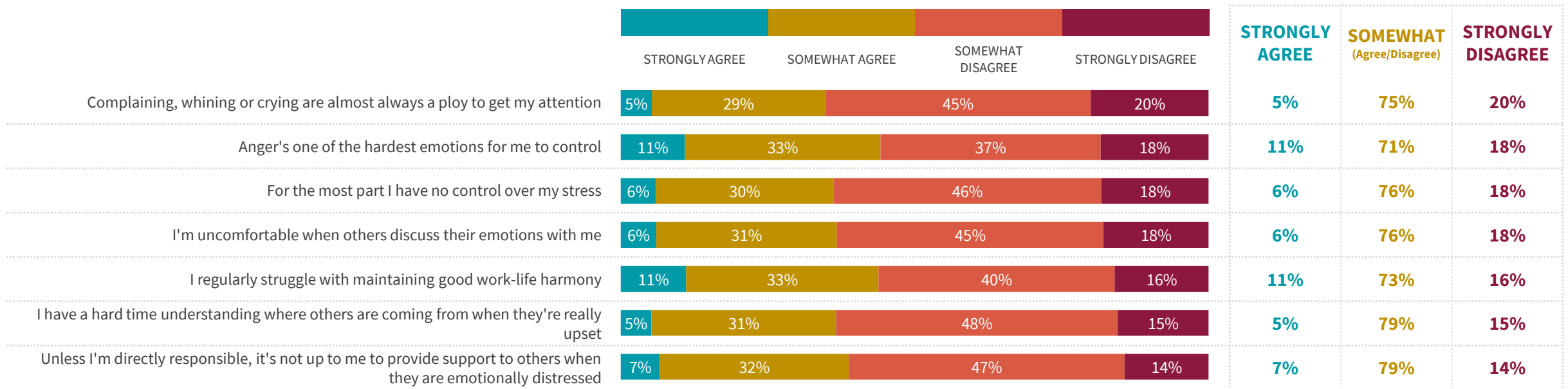
Positive Statements - Agree or Disagree



Canadians indicate feeling that they have some control over their emotions

- Overall, employed Canadians are less likely to strongly disagree with negative statements. For example, only 5% strongly agree that “complaining, whining or crying are almost always a ploy to get my attention” and one-fifth of respondents strongly disagree.

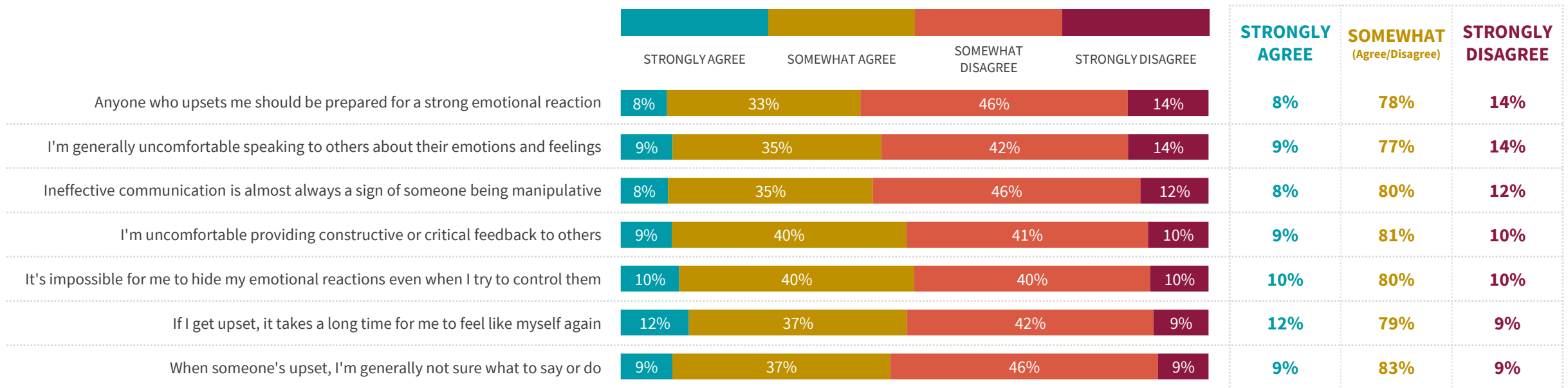
Negative Statements - Agree or Disagree



Only one-in-ten is confident that they know what to do when they or someone else is upset

- Similarly, only one-in-ten indicate feeling comfortable in providing critical feedback and think that others' ineffective communication is not a form of manipulation.

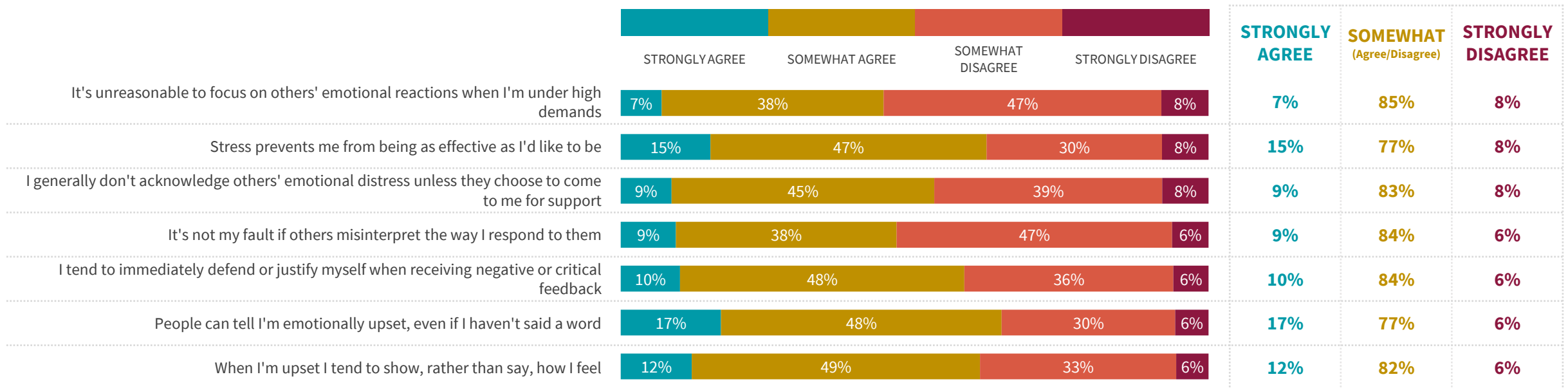
Negative Statements - Agree or Disagree



Employed Canadians indicate a tendency to display their emotions and do not take blame if these emotions are misinterpreted

- 53% of Canadians do not believe that it is their fault if others misinterpret them, and 47% would not acknowledge someone's emotional distress unless support was specifically requested.

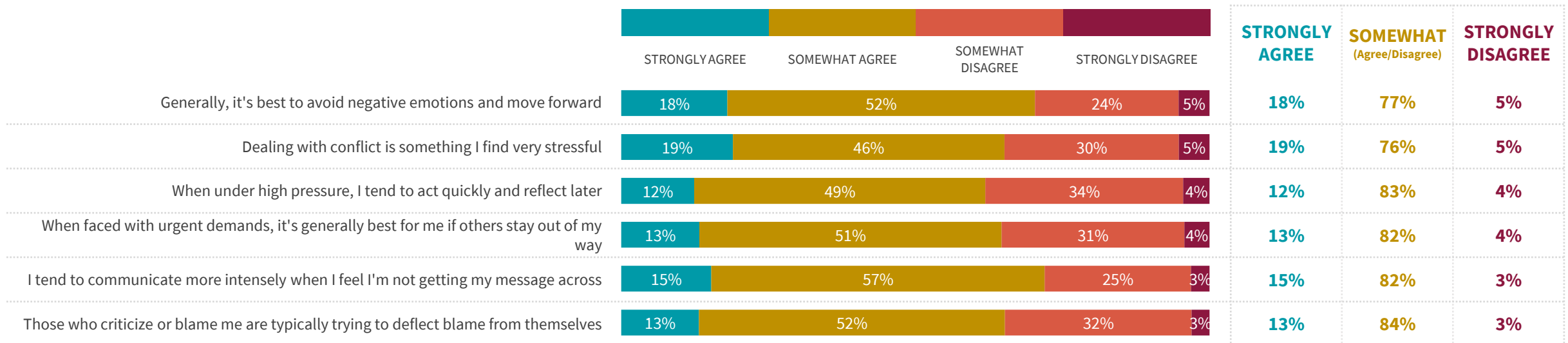
Negative Statements - Agree or Disagree



Handling pressure and criticism are not demonstrated to be the strongest traits for most

- Few Canadians disagree with the fact that they communicate more intensely when not getting their message across and that they react when under high pressure.

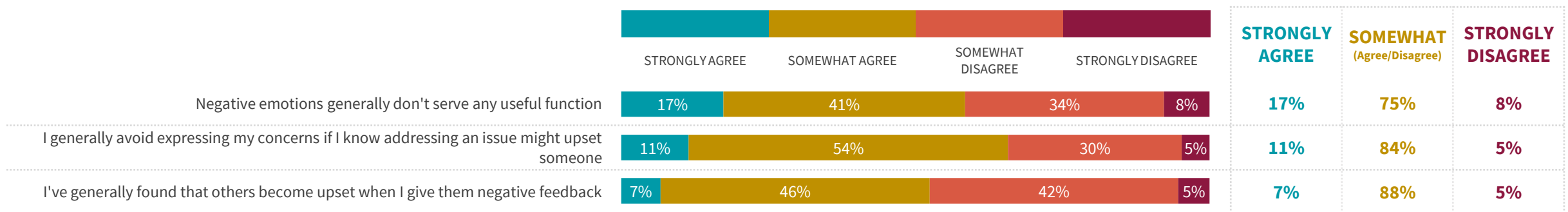
Negative Statements - Agree or Disagree



One-fifth express feeling that negative emotions do not serve any function

- 53% of respondents generally find that others become upset when they provide negative feedback.

Neutral Statements - Agree or Disagree

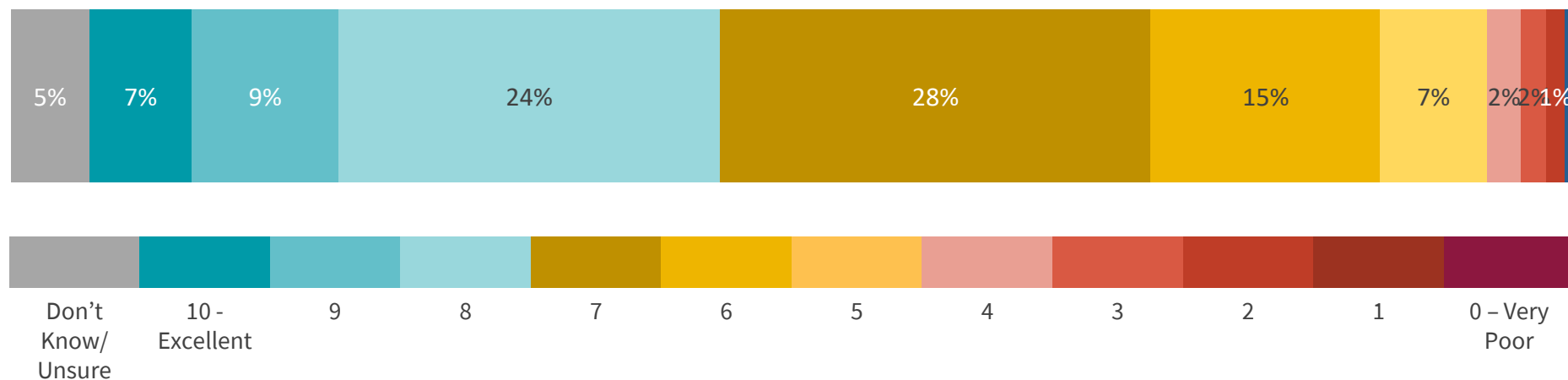


Employed Canadians score themselves an average of 7.1/10 for their ability to manage and bounce back from challenges and unexpected troubles

- A quarter (24%) gave themselves a score of 8 out of 10 with 40% giving themselves a score between 8-10, which would indicate a perceived high level of emotional intelligence. Only 12% of respondents scored themselves lower than 5 out of 10.

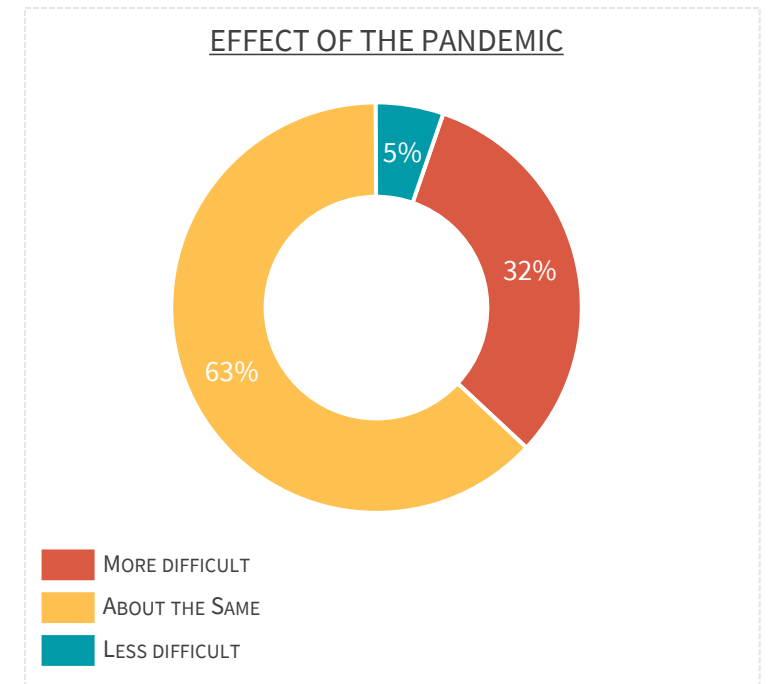
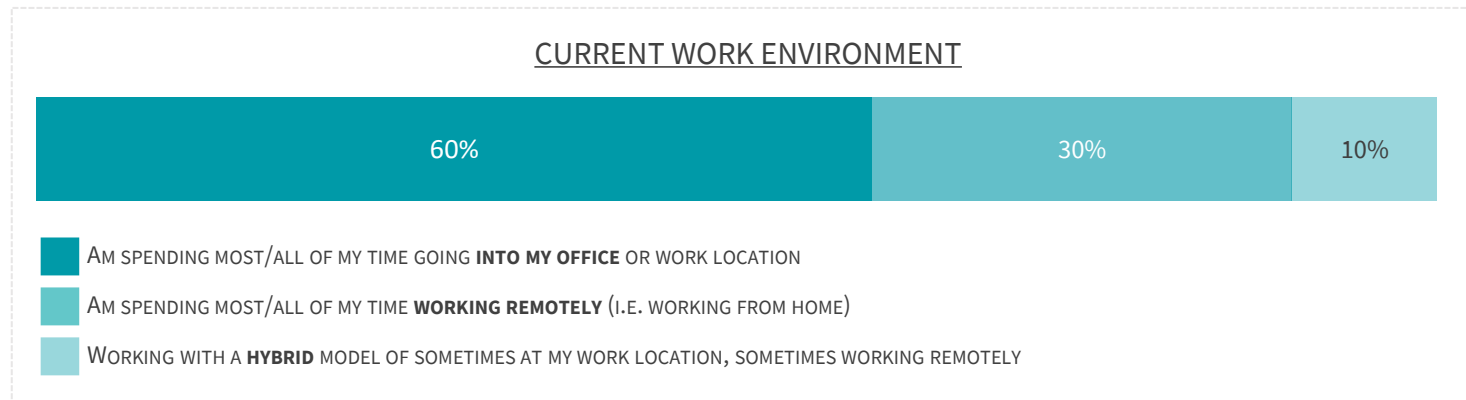
Managing Challenges and Unexpected Troubles

Average Score: 7.1



More than half of employed Canadians work from an office or other work location

- One-third of respondent express that their work has been negatively impacted (become more difficult) because of COVID-19 pandemic.



Base: Total (N=1803)

Q1. Which of the following best describes your current work environment?

Q3. Due to the pandemic, have you found your role to be more or less difficult?



Lesli Martin, Senior Vice President, Pollara
Michael Cooper, Vice President, MHRC
Brittany Saab, National Coordinator of Stakeholder
Engagement, MHRC



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