



# **EMOTIONAL INTELLIGENCE & THE WORKPLACE**

*“People produce their best work when they are emotionally  
connected with what they do”*

SANDHYA MATHUR



Inward Focus

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## Foreword

In his book titled *7 Habits of Highly Effective People*, Dr. Steven R. Covey refers to it as the See-Do-Get model. The way you see things determines what you do, and what you do determines the results you get. In their seminal work *Prisoners of Belief*, psychologists Matthew McKay and Patrick Fanning describe how core beliefs, or the way we humans identify with ourselves, determine our coping strategies. These coping strategies in turn impact our response to given situations. Any which way you look at it, one thing is clear. At the root of human action lies thinking, and thinking is determined by how we identify with something, or how we feel about it. For example, if our past experiences have led to a core belief that uniform equals authority, our coping strategy to uniforms may well be compliance. The response to uniform may therefore be submissive. In other words, emotional intelligence plays a pivotal role in what we do and the way we do it.

This is the basic code of human behaviour. It is the same wherever humans dwell, including the workplace. Unfortunately, it appears as though the workplace doesn't pay too much attention to this. In some primary research Inward Focus did with adults in the workplace, 94% respondents said they believed people with emotional intelligence perform better. But only 31% said their organizations invest in emotional intelligence training. We think that therefore this may be a critical ingredient in productivity and performance management. That's why we embarked on writing this e-book.

Its primary purpose is to make the connection between emotional intelligence and performance at work. We hope to sensitise managers to the fact that the best performers are those who are emotionally invested in what they do and that managers play an important role in helping their people get there. Through this e-book, our attempt is to familiarize readers with what the core emotions are, and to introduce some of the techniques that can be used to manage them positively. However, this is not an e-book on psychology, or a detailed work on addressing the subject. It is limited to introducing the concept, and some techniques that can be used to manage EI.



## Acknowledgements

We are grateful to 80DB Communications, especially Kiran Ray Chaudhury and Abhilasha Padhy for first conceptualising and guiding us through rolling out our survey, and subsequently in helping us to share it with the community through their public relations initiatives.



94 pct people who are emotionally intelligent are more successful, says Inward Focus survey

ANI | Updated: Jan 12, 2018 18:10 IST

New Delhi [India], Jan 12 (ANI-NewsVair): Inward Focus, Coaching & Consulting, recently conducted an independent survey with a group of working professionals from across India to understand the concept of Emotional Intelligence and its relevance in the organisations of today.

We are also grateful to the publications that gave us coverage to reach out to the business community and create more awareness about the subject.

Most importantly, we would like to acknowledge the time taken by each one of the respondents to share with us their experiences with respect to the place emotional intelligence takes in their workplaces.

This feedback is invaluable in our effort to bring together a logical narrative regarding the opportunity management teams are missing. This includes improving employee morale and loyalty, and the potential savings they could make by retaining their best talent. The most productive employee is the most connected one. By improving the emotional connect employees have with the work they do, employees are likely to bring their best effort to their workplace, resulting in better quality output.

Most importantly, I would like to acknowledge Six Seconds for my learning of the concepts of emotional intelligence. What I know on the subject I learned from them, and it is the inspiration I gained from that experience that prompted me to share my learning through this eBook.



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## About Inward Focus

Inward Focus is a coaching, consulting and training firm. Our specialization is in making meaningful changes in human behaviour to dramatically enhance individual and business performance.

Our coaching practice is 8 years old, and comprises Coach Education, Executive Coaching and Organizational Development (OD) Coaching. Our global, world-class Coach Education practice includes certification, mentoring and credentialing for ACC and PCC levels. Executive Coaching services include one-to-one coaching to senior executives. Our professionals have coached CEO's, the C-Suite and Partner level executives in organizations ranging from Fortune 500 companies to large and medium Indian companies. OD Coaching experience includes 50+ clients where our coaches worked with groups of managers to drive superior results.

Inward Focus consulting is engaged in helping organizations achieve non-linear business results. We use a data-centric, structured approach to sales planning, operations and execution, and make meaningful changes in human behaviour. When accomplished, they bring about predictability, scale, velocity and a long-term competitive advantage. We add value to our customers' efforts by introducing customizable frameworks, knowledge and knowledge transfer, tools, consulting, coaching and training based on proven principles and successful implementations.

Our training business is centred on personal productivity and leadership enhancement. We have an entire stack of training solutions for first time managers to experienced managers, and from leadership development to executive presence. Our personal productivity suite includes the behaviours individuals and professionals can develop to become more effective at work, and in their personal lives.

We have worked with customers in India and overseas, having delivered 5000+ hours of consulting, 3000+ hours of training and 1500+ hours of coaching. Our customers include large multi-national and Indian companies, and mid-sized businesses, across multiple industries and applications.

Inward Focus was incorporated in 2011, and our consultants, coaches and facilitators have served 50+ customers since. Our customers have trusted us with multi-year projects involving multiple application areas, and thousands of their employees, operating all over India.

Learn more about us at: <http://www.inwardfocus.in>



## The Six Basic Emotions

A widely accepted theory of “Basic Emotions” and their expressions developed by Paul Ekman suggests we have six basic emotions. They include sadness, happiness, fear, anger, surprise and disgust, and are briefly described below

 <p><b>SADNESS</b></p> <p>An emotional state characterized by feelings of disappointment, grief or hopelessness</p>	 <p><b>HAPPINESS</b></p> <p>A pleasant emotional state that elicits feelings of joy, contentment and satisfaction</p>	 <p><b>FEAR</b></p> <p>A primal emotion that is important to survival and triggers a fight or flight response</p>
 <p><b>ANGER</b></p> <p>An emotional state leading to feelings of hostility and frustration</p>	 <p><b>SURPRISE</b></p> <p>A brief emotional state, either positive or negative, following something unexpected</p>	 <p><b>DISGUST</b></p> <p>A strong emotion that results in the feeling of being repulsed</p>

© Copyright: University of West Alabama <https://online.uwa.edu/infographics/basic-emotions/>

Basic emotions are automatic reactions to how people feel about a situation. For example, if you feel happy, you are likely to smile or laugh. Lets say you are meeting a loyal customer to discuss a new business opportunity. Your experience with this customer has been extremely positive, you have added value to the customer’s business, and they value the relationship. When you go into the meeting, you’re likely to be feeling happy. Your body language and

your words, ie, what you actually do, will be a reflection of how you feel. You'd be inclined to have a cordial meeting where both parties express a high level of trust in one another.

On the other hand, if the meeting you're going into is with a customer who has given you the run around for the last several months, and has taken your ideas to your competitors, you're likely to feel somewhat angry, and justifiably so. What you actually do in the meeting may reflect your feelings, ie, you may be cagey, unwilling to share things openly, frown, or purse your lips. Your decisions will also be based on low trust and fear, and the outcome will be based on that.

As you can see, there is a strong correlation between your emotions and what you do. Basic emotions cant really be deconstructed, and their related expressions are easily observed. To relate basic emotions to their representative expressions, please review table 1.

Very often, you may experience a combination of basic emotions at the same time. These are what we call complex emotions. For example, hate is a complex emotion. It is a combination of feeling fear, disgust and anger.

Ever so often, we run into employees who hate the work

they do. They may fear failure, or disgust with the repetitiveness of their work, and are angry at not living up to their potential. The impact of team members going through those emotions is only going to be negative. They often blame the whole world for the situation they are in, and often take the fence sitters along with their line of thinking.

Organizations don't always deal with the underlying emotions. They feel anger and disgust themselves, but don't act on people because most are not aware on how emotional intelligence issues should be dealt with. Besides, its both hard and expensive to find replacements, so you just live with what you have till something changes.

<b>Table 1</b>	
<b>Emotion</b>	<b>Expressions</b>
Sadness	Frown, tears, loss of focus in eyes
Happiness	Smile, laughter
Fear	Wide eyes, tense stretched lips
Anger	Glare, tight lips, brows drawn together
Surprise	Raised eyebrows, open mouth, gasp
Disgust	Wrinkled nose, no eye contact

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***Based on our research, only 31% of those surveyed said their organizations invest in Emotional Intelligence training.***

At Inward Focus, our people regularly report that the senior leadership projects they work on have disturbingly similar briefs from the ecosystem. Relationships are torn asunder, manager feedback often says that the style of management is over-aggressive, people in leadership pipelines are wary of taking risks for fear of failure and so on. These are all



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indicative of poor management of emotions in the workplace, but in the absence of skill and technique, its not surprising at all.

With the feedback being so consistent, it is apparent the issue is more widespread than most people like to believe. We get a lot of vehement counter-arguments too.

Managers are often in denial about the real impact of their responses. Most believe they are excellent managers, and lead teams that are completely loyal and trustworthy. They argue that their team members are all on the same page, and you wont have anything or anyone out of line on what the team's goals and objectives are. Yet, the same teams often produce less than optimal results.

Managers will have you believe that their teams literally worship them. They will tell you about how they regularly mentor and coach team members, take care of them in difficult situations in the workplace, support them in their personal lives etc., but employee feedback for these managers often ranges from neutral to negative.

What might the cause be? Lets look at some areas of work where emotions have an impact. This is by no means a comprehensive list, because there's virtually an endless, or at least unmanageable, set of permutations and combinations that could emerge from the six basic emotions. But managers should at least be *aware* of the nature of those areas.

To begin with, lets be clear that your actions are largely the result of how you feel.





## How Basic Emotions Impact Your Work

First, let's set some boundaries to what we refer to as the areas you impact through your work. Depending on your role, career stage or position in the organization, the impact of your work may be felt at any of the following levels

1. Individual
2. Team
3. Organization
4. Market
5. Society

So, if you are an individual contributor, we contextualize your sphere of impact in the workplace as being commensurate to that position. You are likely to be responsible for a set of deliverables for which you alone are accountable. There may be some dependencies on others, but by and large, you own your goals.

If you are an individual contributor, but a member of a team, the impact of what you do extends to your team. In some cases, eg, team results, this has broader implications than delivering on individual goals.

Let's give ourselves a simple situation, and see what kind of impact our emotions could have on how we respond. You are making a final pitch presentation to the C-Suite of a client organization. You've been working on this case for 6 months, and now you're nearly at the end of the financial year. This is a large client, and the deal value is projected to be around 10% of your annual target. Your current achievement is 85% of the full year target, and your team is at 92%. If you win the deal, you will achieve your target, and so will your team. If you don't, you're going to have to find enough business to close. Given the situation, let's evaluate how you would respond to the following stimuli.

Remember, what we are dealing with here – **same person, same situation, different emotion...**

Emotion	Thoughts	Behaviour
<b>Sadness</b> - Ten minutes before the presentation, you have learned about the passing away of a good friend	- Disbelief - Regret - Stress - Loss of focus	- Low energy & passion - Distracted - Brief in interaction - Serious, dour
<b>Happiness</b> - Your younger brother just informed you that he has been admitted	- Hope & anticipation - Belief in yourself - Eagerness to share your solution	- Energetic and passionate - Highly focused - Confidence and conviction

Emotion	Thoughts	Behaviour
to a university & course of his choice		- Gregarious, charming
<b>Fear</b> - You have just learned that key decision makers in the room favor a competitor	- Uncertainty about their intention - Doubt about your value proposition - Anxiety	- Defensive comments and justification - Sharp reactions to legitimate questions - Straying away from your message towards their perceived preferences - Attacking the competition
<b>Anger</b> - You have learned that the client shared your ideas with your competitor to get their bid using the same approach	- Client is not trustworthy - Safeguarding yourself - Getting even	- Reluctance to share critical information - Keen to sign NDA, contract and document everything - Making damaging comments
<b>Surprise</b> - Your boss asked you to change key messages in your presentation half an hour before the pitch	- Resentment at the last minute change - Anxiety about preparedness - Reluctance to make the changes	- Make perfunctory changes - Zip through areas where you are underprepared - Be apologetic if questioned on changed areas
<b>Disgust</b> - Your colleague who was supposed to take technical queries is going on another customer call	- Being let down - Alone in the battle - Dislike, even if temporary, for your colleague	- Let off steam at your colleague - Be aggressive (or defensive) on technical issues - Be cagey when making the presentation

Take a moment and think about the impact each of these emotions has on the individual's performance during the presentation. It is likely to be different in each situation.

Now, we have considered only one impact level (individual), and one simulated scenario (presentation) in the context of only one type of (basic) emotions. You can imagine this can get a lot more complex. As stated earlier, it is not the purpose of this e-book to discuss these issues in great detail, but it does behove the chapter to create awareness about some of the key blocks of behaviour in which the maximum impact of emotions is felt.

If you take on board that we have only discussed the basic emotions here, and the impact each of them has on behaviour, it is evident emotions need to be managed. When it comes to complex emotions, the types that are often seen in the workplace, the challenge



becomes larger. Some common complex emotions that have an impact on the workplace are discussed in the following section.

## Impact of Complex Emotions in the workplace

Complex emotions are formed by a combination of basic emotions. Given the nature of the world we live in, and that we work with other people, complex emotions are a little more difficult to identify. But they have a significant impact on day to day work. For instance, the areas complex emotions impact are:

### Culture

“Culture (/ ' k ʌ l tʃ ə r /) is an umbrella term which encompasses the social behavior and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities and habits of the individuals in these groups.” (source: wikipedia)

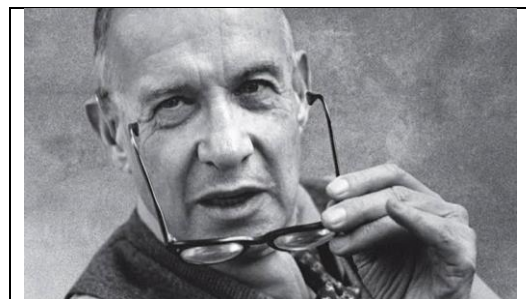
When it comes to the culture of any group, it’s emotional dynamics play a profound role. We will restrict our discussion to the impact on culture in the workplace.

One of our partner companies told us this very interesting story about a recent project they bid for. The prospect, a family owned pioneer in the IT Services space, was a laggard in terms of growth. Their leading competitors had grown an order of magnitude faster than them, even though they were operating in the same space, and largely speaking, the same markets. Executive leadership at the company was reasonably tenured (10-15+ years) and had a great working relationship with the promoter who had been involved in day to day operations for many years.

The promoter wanted the company to grow at a much faster pace, and felt there was no better time to do it. A couple of years earlier, he had appointed a professional CEO who had a great track record, having taken other businesses to great success, and with exposure in domestic and overseas markets. When our partner company made the project bid, he had been in the company for two years.

After a couple of relatively small engagements which the CEO awarded, mostly to try them out, they were asked to help the company develop its strategic direction, and an execution framework for the strategy. Given the challenges with hiring talent, the CEO also wanted to outsource marketing and backend sales operations to our partner.

When they got into the first engagement of working with the executive team to develop their strategic direction, they felt the first reaction to change. This was not surprising. The limbic systems (the section of the brain that is responsible for emotional reactions) of the



***Culture eats Strategy for Breakfast!***

- Peter Drucker

executive leadership team were in full flow. At first the issue was simply about pushing back on the strategic direction, but subsequently it took the shape of responding to what they collectively felt was a threat. They felt fear, uncertainty and doubt, and their actions reflected their emotional response. The collective emotional behaviour of the group led from one thing to another, creating major roadblocks in implementation.

Clearly, organizational culture was not tuned for change, even though everybody agreed that there was a problem with the company's strategy.

If organizations and teams want to drive change, one of the key roadblocks is culture, and that is a reflection of how the cohort feels about the change. It needs careful handling!

## Relationships

Building good relationships is a cornerstone of achieving success at the workplace. Good relationships result in a less stressful and more collaborative and productive environment. Experts suggest that emotions and moods influence our problem-solving capabilities. Moods of anxiety and depression can direct attention towards the self, whereas positive moods direct attention outward. It is no secret that outside-in strategies usually work better than inside-out ones.

We recently learned about a multi-national corporation that had unwittingly damaged its relationships with some of its largest customers. They had received extremely negative feedback about ease of doing business and their [Net Promoter Score \(NPS\)](#) was worryingly low.

This company had had a very difficult time with respect to compliance in recent years. It had resulted in having to let go some very senior people at the corporate office. Needless to say, they were looking inwards at every possible instance. Their focus had shifted from their customer relationships to safeguarding their own business. It was a classic example of anxiety directing attention inwards rather than outwards. It took a change of CEO, a complex plan to reverse the trend, and 2 years of hard work to change mindsets amongst their staff and improve their NPS.

In other companies, when working with leaders, we found poor relationships upward, sideways and downward as key barriers to the professional growth of individuals. The underlying reasons have almost always been a very high focus on numbers and cognitive aspects of their jobs, and an inadequate focus on building emotional intelligence – of just being aware of their own feelings and responses, as well as those of the people they work with. In some cases, we even found the unwillingness of very successful leaders to up their game because they felt the risk was not worth it.

## Trust & Collaboration

Trust is a deeply emotional issue. A breach in trust can lead to long term breakdowns in relationships and the ability to collaborate with one another. A breakdown may be the result of a combination of fear, anger and surprise. If the tenor of these basic emotions is



negative, it can lead to a lack of willingness to collaborate, or to believe others. Although most people have a challenge with collaboration, few believe that its probably because the other party does not trust them. That's because people mistake workplace trust with honesty.

The lack of trust with a party you are doing business with can make your business appear unresponsive, and cost both parties a lot of money. Just think about it – if trust is high between two parties, the speed of arriving at decisions is fast. On the contrary, when two parties don't trust each other very much, the speed of arriving at decisions is slow and painful. The cost of business will most likely be higher when the time taken is higher.

When the ability to navigate emotions like fear and anger is low, the natural recourse is to be cautious. There's nothing wrong with being cautious, but if caution becomes the predominant behaviour, it can lead to a similar response from the other side.

### **Motivation**

Very often in our lives we have told ourselves, "I want to... but I just don't have the energy." Where does this energy or the lack of it come from? It's safe to say that it's coming from how you FEEL about a certain task. The question that comes up is – "where is the motivation and commitment to this goal coming from"? Is it from logic or from a deep passion and purpose you feel towards your goals??

Finding Motivation to get things done is a huge challenge. Motivation WILL kick in if you can utilise inner passions – something that drives you to perform. I believe living your dream is to know what your dream is! So, emotions are signals to focus us on what's important and FEELINGS energise us to nourish and protect our goals.

### **Dealing with Stress**

Given today's work pressures, well-being has become a big issue in the workspace. Stress is perhaps the biggest lifestyle ailment impacting today's workforce. And it is directly related to the pressure on our minds and what our emotional reaction to it is. Stress is one of the top issues blocking organizational performance. It is rampant and is fuelling disconnection and reactivity.

Stress is a physical and emotional signal. Stress means we care about something and it's at risk. This feeling is not inherently good or bad. It focuses our attention on whatever we perceive to be putting something at risk – and motivates us to take action. The point is what action we choose to interpret the signal or it's symptoms.

As an emotion, stress can manifest itself in both positive and negative ways. The negative responses can often appear as irritability or anger. But on the positive side, it can give you



the energy to get things done and give you the drive to comfort and care for people close to you. So, Stress can be a benefit if we know how to take advantage of it,

The solution truly lies in changing our thinking about our stress response. It's a choice that completely transforms the effect stress has on us.

## Work Life Balance

Over the years, a lot has been spoken and written about creating a balance in our lives around work, personal lives, and leisure to name just a few aspects. Why do some people seem to manage this balance while others do not? Do they do something different? How do they manage everything?

People possess a natural success factor which they would be achieving were it not for certain weaknesses that hold them back. They start believing in their weakness rather than their real self or their strengths. Much energy is spent in living out self-doubt. The resulting negative energies give rise to cynicism and hopelessness along with a loss of drive. Creating self-awareness is the key to planning and taking well informed action. It's about creating a mindset of change.

People who take positive action are not governed and grounded by self-doubt. Some people prosper while others let self-doubt ground them into inaction. Often, it leads to frustration and anger with more and more negative thought energies coming into play.

Success or victory that comes as a result of introspection reinforces confidence, calm, and even stronger faith in the self. Introspection will help create a self-awareness which is the key to planning and taking informed action towards whatever, we aspire for. The realization that one has the sole power to realize one's dreams gives an added encouragement. Confidence and calm are reinforced as a result of the success achieved. It is this awareness and calm inner power that create a life state and mindset to manage whatever challenges you face.

These complex issues are not comprehensive in nature, but certainly serve the purpose of creating awareness that individual and group emotions are a pivotal cause. Most employee surveys you will see are likely to have most of these issues scoring unfavourably. This is another strong case to invest in learning how to navigate emotions.



## What is Emotional Intelligence?

Fundamentally, emotional intelligence is the skill to navigate and leverage your emotions, especially distressing emotions. In other words, when responding to any of the 6 basic emotions (sadness, happiness, fear, anger, surprise and disgust), or a complex emotion which is a combination of any group of the six basic emotions, you can leverage 4 things to control your response. These things are

- Self-awareness, ie, knowing what you're feeling and why you are feeling it, which helps good decision making
- Self-management which means handling distressing emotions in effective ways so that they don't get in the way of what you're doing; it also means aligning with our positive emotions
- Empathy, ie, knowing what someone else is feeling
- Putting it all together in skilled relationship building

There are many definitions of emotional intelligence, one of the best ones we've heard is in the video below (please Click on the image to view on youtube).



*Daniel Goleman is an internationally known psychologist who lectures frequently to professional groups, business audiences, and on college campuses. As a science journalist Goleman reported on the brain and behavioural sciences for The New York Times for many years. His 1995 book, Emotional Intelligence was on The New York Times bestseller list for a year-and-a-half, with more than 5,000,000 copies in print*

The idea is to learn to use emotions to create balance, focus and energy. There is a view that emotional intelligence is a soft skill that isn't important or measurable. We have been conditioned for centuries to not pay attention to our emotions, sweep them under the carpet and just be logical. A lot of emphasis was put on IQ and some of us would also remember that IQ tests were very popular at one time. However, research has shown how emotions affect our relationships, mental health, decision-making, and academic and workplace performance. EQ and IQ work together.

You might wonder how that is possible. We are aware that emotions are diverse and may not be understood at face value. Look around and you will see a range of emotions all over – it could be love, fear, anger – just about anything! We believe that emotions drive people &

people drive performance. We envision emotions happening to us but, they are inside us as part of our body, mind- literally part of our being!

Our emotions are working at every moment of every day from the moment we're born. Until we acknowledge that emotions matter and that they influence all aspects of our functioning, from our decisions to our work, our relationships, our health, our people are not going to thrive. Life is filled with disappointments, frustrations, and negative feedback, and unless we have the strategies to manage those difficult experiences, often we give up or we don't succeed.

Emotions determine our effectiveness with respect to the influence we have on people. They are like signals to people on how they should respond to us. So how can we use an understanding of our emotions to our advantage? Since Emotional intelligence is the way we reason with our emotions and about our emotions. We see it as a set of skills, where we

- Recognize emotions
- Understand the causes and consequences of emotions
- Label emotions
- Express emotions the right way; and
- Regulate emotions appropriately

To the very natural question "Is emotional intelligence a natural endowment, or can it be learned?" our response is that it is a set of skills and can therefore be learned and practiced. We've noticed that it accelerates insights and helps managers and leaders read situations well, and if practiced, then respond to those situations in a way that can get more favourable results. This skill leads to concrete benefits in building great relationships, commanding a room in a meeting, negotiating better, influencing others in a positive and favourable way and in a number of other social intelligence areas. It is also a great tool to motivate people because the process helps managers get to the core of the individual where individuals can understand their authentic selves and then focus on what truly drives them.





## How You Can Leverage Emotional Intelligence

*Australian Simon Taufel set the gold standard for umpiring in international cricket. He now trains executives in leadership, values and integrity.*



**“Soft skills are what make you go from good to great.”**

**Simon Taufel**

When asked about the difference between good and great umpires, Taufel indicated that at the international level, all umpires have

roughly the same technical skills. The ones who set the standard though were the ones who learned and used their soft skills. It is not very different in the corporate world.

Inward Focus executive coaches work with a number of senior leaders in different industries. In many cases, these clients are transitioning into much larger roles than their prior ones. Needless to say, these are experienced leaders who have little to prove with respect to their technical skills. But the number of times we find big issues in relationships, thinking big, representing their companies to clients and customer centricity is staggering. These are outstanding professionals in their roles, eg general management, consulting, advisory etc., but significantly lack the skills to become aware of their own emotions, managing them, acknowledging other people’s emotions and building great relationships.

The further you go up the organizational ladder, the lesser control you have over what’s happening on the frontline, and the lesser you are connected with them. Yet you are responsible for more and more people and what they deliver. Most people either leave that responsibility on others (frontline managers), or depend on the authority and position based carrot and stick approach. With a younger, better informed and more egalitarian workforce, irrespective of whether it is blue or white collar roles you’re dealing with, the lesser the old carrot and stick works.

Developing and using EI skills can put you in a great position to build and leverage the relationships you need to influence important things. Some of them are

### **Culture**

Organizational culture is the collective behaviour and attitude of a group of people towards any particular thing. As a current or future manager, to be able to align your organization behind a particular objective becomes much easier if everybody is on board. While the benefits of having independently thinking staff is well known and established, it also creates an environment where many ideas are brought up, but converging them to one or two focus



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areas can become a difficult experience. Managers should possess the skill to not only evaluate the merits of the ideas, but also to bring several bright and energetic minds to converge in their thinking.

### **Driving Change**

One of our consultants worked at a large, multinational software company for several years. He told us about the implementation of the Siebel CRM system in the organization, and how it took just six months to implement all aspects of the system on the company's servers, and train all the users. But it took two years to get the sales staff to start putting in their sales funnel into the system; that was only one of the hundreds of functionalities the system provided.

Change occurs for a number of reasons. Some are in our control, others are not. For example, organizations can drive proactive change because they feel they need to pioneer something. Alternately, change could be driven by external factors such as a competitor, a change in market dynamics, legislation and compliance etc. Its important to possess the skills and tools to drive the change technically, but ask anyone who has had to land a change and they will tell you their biggest problem was not how to get it done but to get people to change their behaviour. That's because change begets resistance. You can deal with that in two ways – break it by decree, or land it in a way that people accept it with enthusiasm. The former has its risks.

### **Motivation**

A changing reality of the workplace is the time employees spend in a job. Tenures used to last a lifetime not too long ago. There were many factors that led them to be so – stability, loyalty, fewer opportunities were some of them. Then they were shortened to a decade or less as opportunities increased. But people still had less than 10 jobs in a 35-40 year career. This period was when people found the opportunity to build wealth through things like stock options that took time to mature. More recently, tenures have transitioned to sub 2-3 years. This phase is experience based – people don't care so much about stability and wealth as they do about the work they do, the decisions they make, and how good they feel about where they work and what they do. That's why you find graduates from the best schools often opting to work for startups. Needless to say, attrition levels are high, and resultantly, cost of acquiring talent is high. With a rapidly transitioning workforce, building organizational culture and developing leadership internally is also a big challenge. EI offers you great approaches to keep your people engaged in what they do and in keeping the workplace interesting by offering the right kind of stimulation to them.

### **Relationships**

One of the great beneficiaries of enhanced emotional intelligence is the ability to build and retain great relationships. The reason relationships are challenged is the increasingly reducing level of human interaction, the availability of uninvested technology options to communicate, individualization of society, and the over emphasis on cognitive ability. But relationships still have a key role to play in getting things done. It is true that value creation



has taken on a bigger role in B2B and B2C decision making, but it hasn't replaced the value of relationships. For example, if two organizations are able to create the same value for a customer, what factor will determine the decision making? Perhaps it is trust, and the relationship between the organizations.

For healthy relationships to develop and prosper, the four elements of emotional intelligence Daniel Goleman identifies to define the concept are critical.

### **Customer Centricity**

Everybody thinks inside out. Simply because it suits their objective. For EI to work, the third of Goleman's principles – empathy, knowing what someone else is feeling – is critical. The ability to think from the outside in is foundational to customer centricity. Some years ago, we worked for 400 man-days over 2 years with a large global manufacturing company. They had gone through a difficult phase and due to compliance issues had to let go of some of very senior people at their corporate headquarters. The company had turned extremely internally focused, and at one meeting we heard a middle level manager say that they cared more about ensuring their processes were followed precisely than what impact it had on their customer's experience.

Consequently, they had to spend 2 years and millions of dollars to change their culture to be able to compete effectively with competitors who were more nimble and customer focused.

EI can help you develop that outside in perspective so necessary in today's market. Consider this. Travel agencies didn't open offices at every nook and cranny because it was too expensive to open so many offices. Customers had to go to them. That was inconvenient, but there was no choice. Till the emergence of technology enabled online platforms that put the travel agent on our fingertips. These companies thought about what the customer wanted, and built their value propositions from the customer's perspective, not from the sellers perspective.



## Ways To Develop Emotional Intelligence in the Workplace

### LEADERS & TEAMS

A leader's job is to engage a team to do work beyond the capacity of any one individual. It is about enrolling people to utilize their full potential for something worthwhile. When a leader is aware, careful and purposeful, they can foster a context where people can bring their best to the table. There is no formula for great leadership, no magical path to follow. A great leader makes their own path – one that is uniquely based on their skills and attributes. You cannot imitate someone else's style or use a prescribed set of behaviours. Instead you need to carefully assess yourself to know your strengths and vulnerabilities, and move forward.

### INDIVIDUAL CONTRIBUTORS

An individual contributor role is to deliver results that are part of a larger outcome. In doing so, he must engage with individuals that can impact his results in various capacities. He must also align his role with that of the team he represents, and its objectives. There are, needless to say, more restrictions in the way of an individual contributor. To navigate those restrictions, the individual contributor should assess their own emotional intelligence. The three steps for individual contributors are the same as those for teams and for leaders.

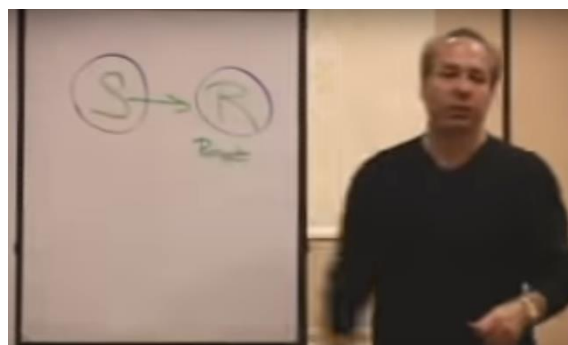
#### Begin with creating self-awareness

To begin with, a baseline should be put in place. Whether it is a team, or an individual, to improve its emotional intelligence it must first know where it stands. The baseline should be specific, and measurable to the extent possible. The criteria for the baseline must also be clear and consistent in nature. This is necessary especially since there are a number of definitions of emotional intelligence, each with its own criteria. If everybody on the team works on a different set of criteria, it may be difficult to improve them all at once, or to measure improvements in any consistent way.

You may not have developed sufficient self-awareness to reach your full leadership potential. Perhaps you don't value emotions or you prefer a more cognitive approach. Emotions can provide you with important data about yourself and others which can help you to make better decisions and solve problems more effectively.

#### Move on to self-management

Self-management is about consciously directing your thoughts, feelings, and actions to avoid reacting unconsciously. Interestingly enough, this can be learned. The Stimulus-Response theory was



first developed in 1927 by Ivan Pavlov. It has since been refined and promoted by many leading psychologists and trainers. Click the image below to view a video on how it works.

Most times, you are able to manage your own reactions. However, when you are overloaded on when patterns arise and challenges pile up, you might succumb to this pressure and overreact. Build on your strengths in this area; this will help you respond appropriately in leadership situations. You will also see benefits in your creativity and decision making ability. This will also help you make optimal decisions and stay innovative.

### **Give yourself direction**

Self-direction is about aligning your daily choices with your larger sense of purpose and unlocking your full power and potential. This is where you begin to develop a sense of purpose and the necessary skills for connecting with others. Strengthening these competencies will help you to build better connections with others and to reach your full potential as a leader.

You should define your success factors clearly. For example, you may choose things like effectiveness, relationships, well-being or quality of life as the key success factors for yourself or your team.

### **TOOLS & TECHNIQUES**

Understating the above steps may be a tough task, and one that can easily be achieved by existing tools and techniques. The easiest way to get to the information you seek is to use emotional intelligence assessments. If you choose well, they will clearly outline not only yours or your team's levels of self-awareness, self-management areas and self-direction, but will also underline the key competencies you may need to achieve them. These assessments may highlight the level at which the competencies are being demonstrated and what may be some of the things you should do.

Professionally trained and certified assessors will be able to give you deep insights into the meaning of the information, and how you should interpret it.

We have found that very often, interpretations and the path forward are inadequate to bring about consistent change in behaviour. There are a few ways to address this

1. For individuals, hire a coach who can help the coachee clarify focused goals, get them to break it down into work units, then hold him accountable to achieve those goals. This is a great way to bring about sustainable behavioural change.
2. For small homogeneous groups, hire an Organizational Development (OD) consultant or an OD coach. The coach structures an engagement over a period of time with this group to include key stakeholders, organizational EI priorities, identify a key goal, and work towards it over a period of time with the whole group.
3. For entire teams, use group assessments to arrive at the dynamics. Hire an OD consultant to define specific skill gaps and development areas, and use a combination of workshops, OD projects and individual coaching to address issues at different levels in the team.

You must first identify at what level you want to bring the change. The approach you want to use should be incremental. That will make your choice easier while giving you the results you desire.



## Solutions

EI Assessments	EI Workshops	Coaching
<p>We run individual and team assessments. These are time tested techniques, developed by experienced psychologists and are administered online to those who wish to assess their emotional intelligence.</p> <p>Results are presented in reports, along with guidelines on how to interpret them. Reports will also provide guidelines on the areas individuals should focus on to improve their emotional intelligence.</p>	<p>Our EI workshops are of a two day duration. Batch sizes should not exceed 20 people. We conduct both open and in-house workshops.</p> <p>All attendees take an assessment before the workshop. They understand how to interpret the report from the instructor, learn EI concepts and how to implement EI. They build personalised learning plans through the workshop. The plans are implemented individually and followed up by 60 and 90 day coaching reviews.</p>	<p>To initiate a change in behaviour for individual and senior leaders, our executive and life coaching processes are the most impactful.</p> <p>The coachee takes the assessment, and then receives a detailed debrief on their reports including the development of their key goals.</p> <p>The coachee takes the lead in determining the path to success and implements his plan. The coach plays the role of accountability partner.</p>
<b>Applications</b>	<b>Applications</b>	<b>Applications</b>
<p>Applies to individuals and intact teams</p>	<p>Applies to open groups, in-house groups (disparate and intact teams)</p>	<p>Applies to individuals, in-house groups and intact teams</p>
<ul style="list-style-type: none"> <li>• Make better informed hiring decisions.</li> <li>• Assess the existing talent pool for aptitude and move people to the right jobs.</li> <li>• Make informed decisions about who to promote, and into what role.</li> </ul>	<ul style="list-style-type: none"> <li>• Building teams with emotional intelligence</li> <li>• Improve organization culture</li> <li>• Improve performance through ensuring constantly improving conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Address long term behaviour issues of your most important resources</li> <li>• Build Social Intelligence and executive presence</li> <li>• Improve team morale and organizational performance</li> <li>• Improve retention of key talent</li> </ul>

## Appendix 1



### **Inward Focus report on Leading with Emotional Intelligence**

#### **Background**

Humans are emotional beings. Emotions help us convey information about our moods, feelings and energy. The ability to understand and process specific and varied emotions is critical to the way we interact with the world around us in any given context or situation, and has an important bearing on our relationships. This ability to identify and process one's emotions, as well as of others we interact with, and the ability to choose the right behaviour and make the right decisions despite these, constitutes the notion of Emotional Intelligence, more commonly abbreviated as EI.

Especially at the dynamic workplaces of today, a leader must make optimal decisions at all times; emotions play a significant role here by impacting the effectiveness of decisions made and overall motivation levels at the workplace. A high IQ (Intelligence Quotient) may accelerate initial career trajectory, but it is not exclusively sufficient to ensure success as one moves up the corporate ladder to take on senior roles, especially those that require people management. In the highly interconnected economies of today, even subject matter experts without others reporting into them cannot avoid having to interact with others to achieve their objectives. EI explains this ability to handle yourself and others in inter-personal situations. The Harvard Business Review avers that emotional intelligence is “the key to



professional success.” A leader’s job is to engage a team to do work beyond the capacity of any one individual and enrolling people to utilize their full potential.

### Objective of Survey

Inward Focus recently conducted an independent survey with a group of working professionals from across India on the subject of EI and its relevance in the organisations of today. It is an attempt to understand where working professionals are with respect to EI and to shed light on perceptions and practices related to EI. This study threw up several insights from the responses of working professionals related to the evolution of the concept, and its impact on making workplaces more engaging and enriching.

### The Survey Methodology

The survey conducted by Inward Focus questioned nearly 100 working professionals across mid-senior management levels across locations in India. The questions sought to elicit the respondents’ perception on the role EI plays in the workplace, whether it determines success, their own assessment of their current EI levels, and whether their organisations focus on improving the EI of their employees.

### Key Findings From The Survey

The results of the survey indicate that EI is overwhelmingly positively correlated with professional success, with a whopping 94% of the respondents believing that emotionally intelligent people are more successful. Despite near unanimity in EI contributing to success, more than 4 in 10 respondents (41%) rated their own EI as that requiring improvement. Further, one-third of the respondents (32%) state that they may not be giving enough importance to improving their EI levels.

The positives and improvements in work-life ascribed to high EI are lesser conflicts and better collaboration at the workplace (30%), and improved leadership skills (27%). Other improvement areas indicated are fostering a positive culture, and better relationships at the workplace.

Despite evident positives from high EI at the workplace, less than a third (31%) of the respondents’ organisations consistently lay emphasis on leveraging the benefits of EI through interventions such as relevant trainings. This indicates that most organisations are missing out on the opportunity to make their workplace more positive, integrated and engaging, and to set up their people for professional success.

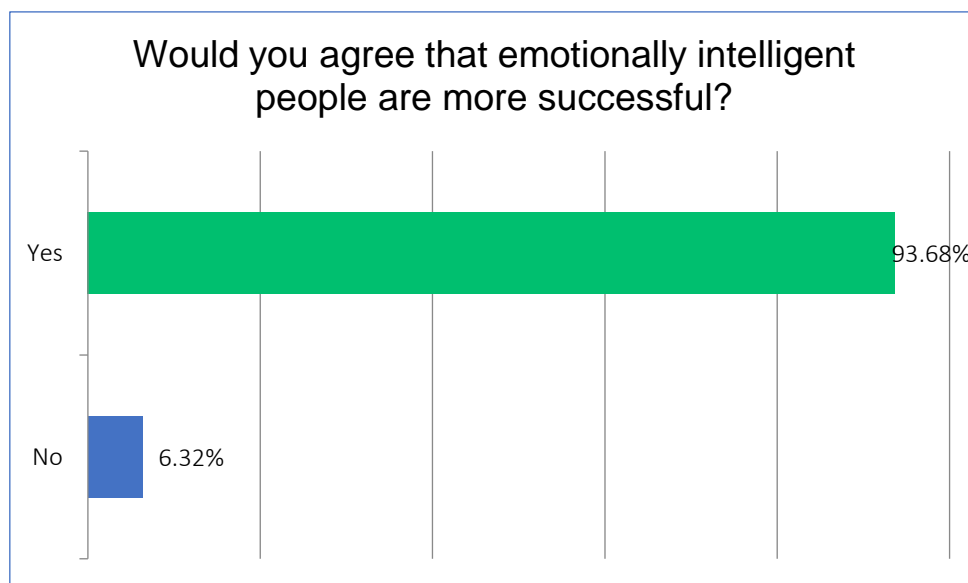




## Results in brief

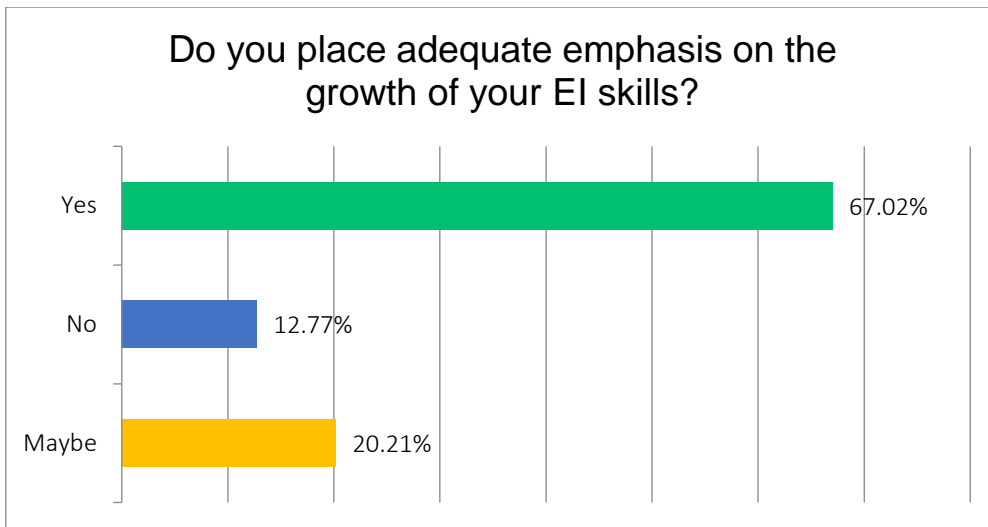
### Would you agree that emotionally intelligent people are more successful?

The Inward Focus survey across India reveals that about 93.18% agree that emotionally intelligent people are more successful. Even though we may not understand the ins and outs of the concept, it has a significant influence on how we behave, react, navigate social situations and make important decisions. Due to their mastery of emotions, emotionally intelligent people get along well with others. They find it easier to build rapport and trust with their colleagues.



### Do you place adequate emphasis on the growth of your EI skills?

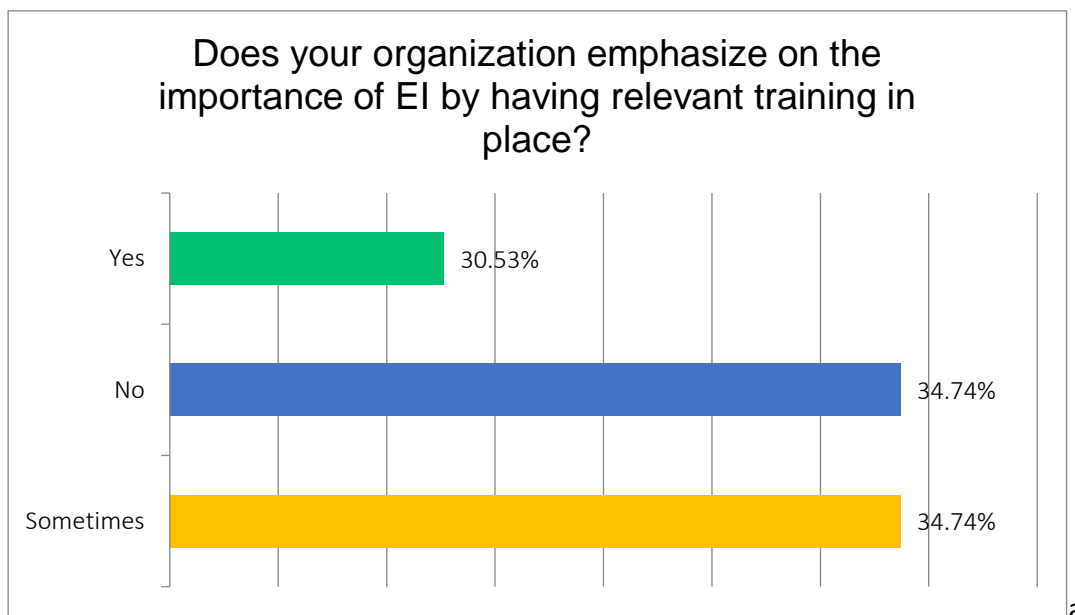
Among the working professionals, the concept of emotional intelligence is picking up, less than 70% of the respondents said that they place adequate emphasis on the growth of EI skills. For the development of an organisation, employees need to cope with massive, rapid changes taking place in the business environment and to survive in the market, they need to be more creative to drive innovation.



**Does your organization emphasize on the importance of EI by having relevant training in place?**

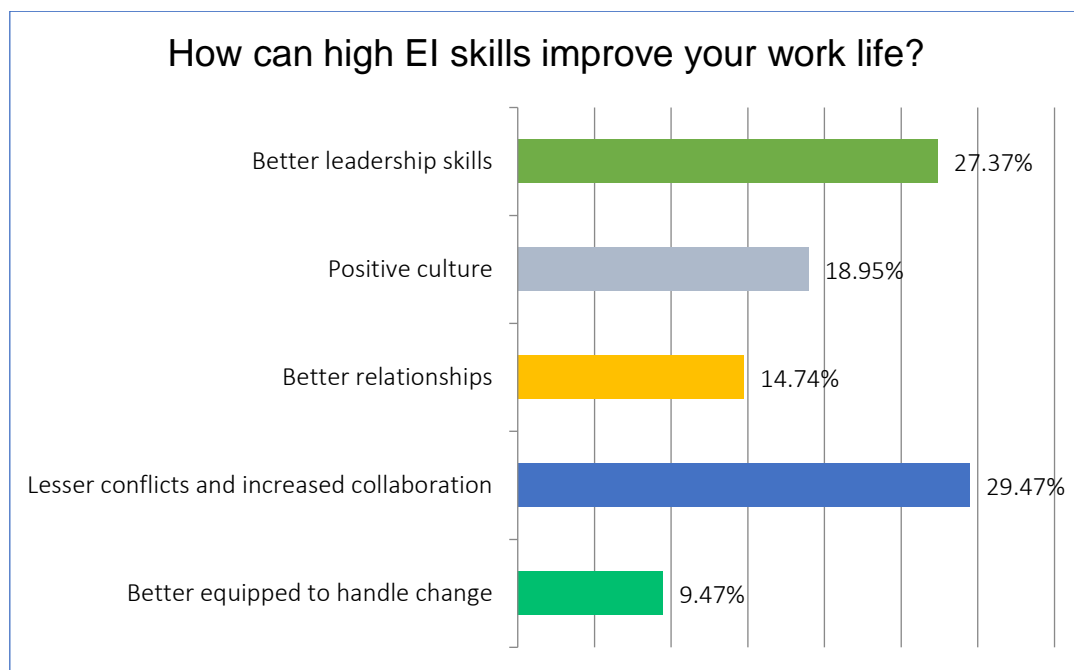
Working professionals are aware of the benefits of emotional intelligence in the work place that relevant training can bring. 30% respondents are of the opinion that incorporating emotional intelligence to personal and organizational management philosophy under relevant training leads to high level of employee’s productivity resulting in increased achievement of organizational and individual goals.

EI is what gives a person a competitive edge. Organisations do not deal with materials alone, they also deal with people. The organization needs to increase customer loyalty to give a better service and retain the customers and employees need to be more motivated and committed.



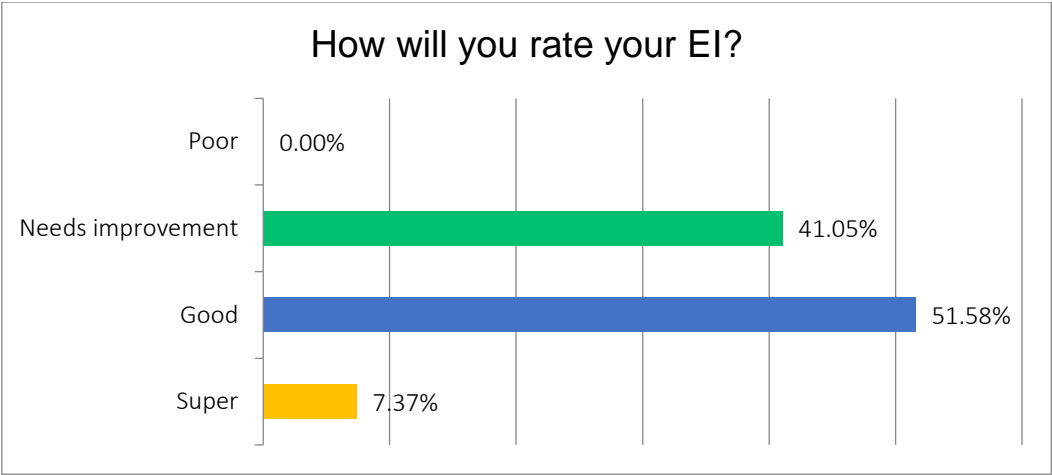
### How can high EI skills improve your work life?

Employees who possess high levels of emotional intelligence are much more self-aware. In the workplace this translates to an employee who understands their own strengths and their own weaknesses in addition to how their actions could affect their team members. An employee with high emotional intelligence can also reveal and control their own emotions to team members, as well as be in a position to exercise restraint when it is needed. 31% of the respondents are of the opinion that high EI skills leads to lesser conflicts and increased collaboration . Better leadership skills, positive culture and better relationships is also believed to be winning benefits.



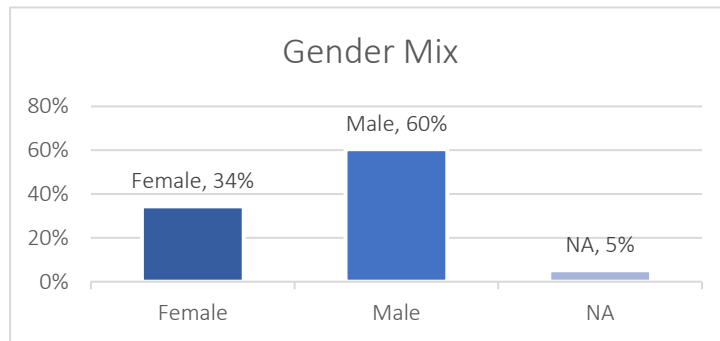
### How will you rate your EI?

42% of the respondents said that they need to work on improving their ability to manage emotions and connect with others whereas just about half (51%) the respondents said that they are more confident, more capable, able to stay calm, flexible and focused when workplace crises hit and panic threatens to set in.



## Detailed Analysis of Demographics

The survey conducted by Inward Focus questioned nearly 100 working professionals across mid-senior management levels across locations in India. The demographics of the group are provided in the tables below.



The gender mix of the group was 60% male, and 34% female respondents. 5% of the respondents declined to share gender information. The age group included respondents from below 30 years to above 50 years. A detailed split is provided later in

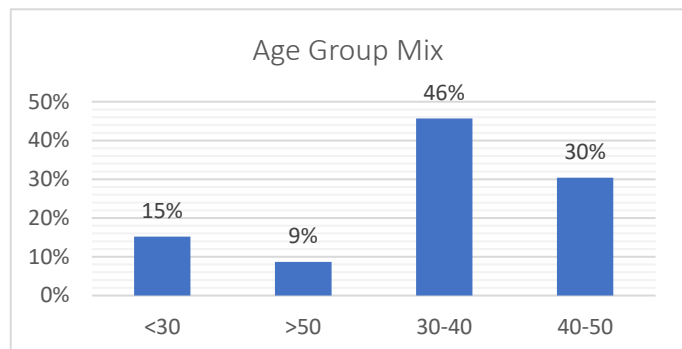
this report.

Geographical distribution of the group is representative of the geographic spread of the country, including respondents from Category A and B cities, in all 4 regions including cities in Delhi NCR, Greater Mumbai, Chennai, Kolkata, Bengaluru, Hyderabad, Pune, Chandigarh and Ahmedabad, and four other cities.

### Percentage distribution by age group

Respondent groups were distributed into four age brackets

- Less than 30 years
- 30-40 years
- 40-50 years
- More than 50 years



The respondent mix is 76% between 30-50 years, which is the primary respondent group we targeted. This age group is most likely to be in the mid-senior management levels in the targeted organizations. The mix also includes 15% respondents below the age of 30.

Age Group	Female	Male
<30 years	50%	50%
>50 years	0%	100%
30-40 years	43%	57%
40-50 years	29%	68%

Gender distribution by age group is represented in the adjoining table. Groupings in the below and above 40 age groups is 53% male and 75% female.

47% of our respondents above the age of 40 were male, while only 25% of female respondents were above the age of 40.

## Distribution of responses



Inward Focus

The purpose of this section is to provide insights to readers on the patterns of responses to each of the questions the audience was asked to respond to. We have taken two dimensions into consideration, gender and age group. These dimensions may indicate the variation in gender mix as the age groups change, and therefore, the areas organizations may want to invest in to improve Emotional Intelligence as they look to resolve issues like diversity, cross team collaboration, interpersonal relationships and other soft aspects that impact business on a day to day basis.

The following pages provide a question wise distribution of respondents. The percentages are represented as the % of total respondents.

**Q2: Would you agree that emotionally intelligent people are more successful?**

Age Group	Female		Male	
	No	Yes	No	Yes
<30 years	14%	86%	0%	100%
>50 years	0%	0%	0%	100%
30-40 years	6%	94%	8%	92%
40-50 years	0%	100%	5%	95%

- A total of 94.5% respondents felt Emotionally Intelligent people are more successful
- 86% of females and 100% of males below 30 agreed that Emotionally Intelligent people are more successful
- 100% of male respondents above 50 agreed that Emotionally Intelligent people are more successful
- 94% female and 92% male respondents between 30-40 years agreed that Emotionally intelligent people are more successful
- 100% female and 95% male respondents between 40-50 years agreed that Emotionally intelligent people are more successful

**Q3: Do you place adequate emphasis on the growth of your EI skills?**

Age Group	Female			Male		
	Maybe	No	Yes	Maybe	No	Yes
<30 years	29%	14%	57%	50%	0%	50%
>50 years	0%	0%	0%	13%	25%	63%
30-40 years	6%	6%	89%	25%	13%	63%
40-50 years	38%	13%	50%	16%	16%	68%

- 43% female and 50% male respondents below 30 are unsure, or do not, place adequate emphasis on the growth of their EI skills



- 38% male respondents above 50 are unsure, or do not, place adequate emphasis on the growth of their EI skills
- 12% of female and 38% of male respondents between 30-40 years are unsure, or do not, place adequate emphasis on the growth of their EI skills
- 51% of female and 32% of male respondents between 40-50 years are unsure, or do not, place adequate emphasis on the growth of their EI skills

**Q4: Does your organization emphasize on the importance of EI by having relevant training in place?**

Age Group	Female			Male		
	No	Sometimes	Yes	No	Sometimes	Yes
<30 years	14%	71%	14%	43%	14%	43%
>50 years	0%	0%	0%	38%	38%	25%
30-40 years	39%	28%	33%	42%	33%	25%
40-50 years	0%	75%	25%	37%	26%	37%

- 85% female and 57% male respondents below 30 feel that their organizations either don't or only sometimes invest in EI training
- 76% male respondents above 50 feel their organizations either don't or only sometimes invest in EI training
- 67% female and 75% male respondents between 30-40 feel their organizations either don't or only sometimes invest in EI training
- 75% female respondents between 40-50 feel their organizations sometimes invest in EI training
- 63% male respondents between 40-50 feel their organizations either don't or only sometimes invest in EI training.

**Q5: How can high EI skills improve your work life?**

Improvement Area	Age Group			
	<30	>50	30-40	40-50
Better equipped to handle change	14%	13%	10%	7%
Better leadership skills	7%	63%	19%	37%
Better relationships	7%	0%	21%	15%
Lesser conflicts and increased collaboration	29%	13%	36%	26%
Positive culture	43%	13%	14%	15%

- Total votes polled by each of the options (each respondent was asked to pick their top choice)



- Lesser conflicts and increased collaboration 28%
- Better leadership skills 25%
- Positive Culture 18%
- Better relationships 15%
- Better equipped to handle change 9%

**Q6: How will you rate your EI?**

Status	Female	Male
Good	52%	50%
Needs improvement	45%	40%
Super	3%	10%

- 45% of female respondents and 40% of male respondents believe their EI needs improvement
- 55% of female and 60% of male respondents believe their EI is either Good or Super
- 66% of female and 82% of male respondents who believe their EI needs improvement are in the 30-50 age group, which is indicative of mid-senior management

For further inquiries, please contact Inward Focus via email ([info@inwardfocus.in](mailto:info@inwardfocus.in)), call us at +91-124-4364229 or reach out via our website (<http://inwardfocus.in>)

