


EMOTIONAL INTELLIGENCE POST-COVID

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TOPICS WE WILL COVER TODAY

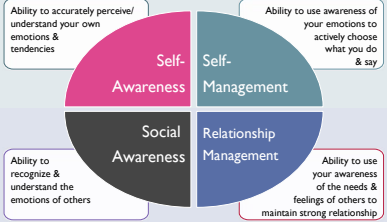
- What is Emotional Intelligence/Quotient?
- Is it more or less important in the remote/hybrid world?
- Tips for improving EI/EQ
- Non-verbal communication in a remote setting
- Tips for building and maintaining remote relationships

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EMOTIONAL INTELLIGENCE & ADAPTABILITY

Personal Competence

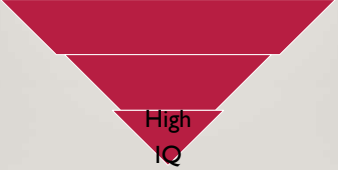
Social Competence



Bradberry, Travis and Jean Greaves. 2009. Emotional Intelligence 2.0. TalentSmart, San Diego, CA.


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How do we become a leader?




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How do we become a leader?



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What makes a great leader?



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DIFFERENCE BETWEEN IQ AND EQ

IQ = Fixed, permanently

EQ = can grow over time, with effort

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WHAT CHANGED WITH REMOTE WORKING?

- How EI changed from in person pre-COVID to the new remote or hybrid environments
- Workplace expectations – when COVID hit, we were available 24/7 as a captive audience seemingly
- Communication methods changed overnight. Examples:
 - Emails and IMs instead of in-person interactions
 - Teams/Zoom meetings instead of on-site together

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WHY IS EQ IMPORTANT TODAY?

- With some/all work remote, communication silos are created
- Remote work is very *efficient* environment, but not most *effective*
- Soft skills are more important than ever!
 - Communication, leadership, empathy and resolving conflict are essential to create positive experiences for colleagues.
 - Encourage honest feedback

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BARRIERS TO OVERCOME IN REMOTE WORK ENVIRONMENT

- Communication silos
- Challenges gauging colleague's well-being
- More productivity reported, but also more feelings of isolation and loneliness
- EQ scores decline in times of societal and economic stress (2008 recession, COVID-19, etc)

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CONUNDRUMS FOR REMOTE COMMUNICATIONS

- Mutual Awareness
- Social Presence
- Rich vs. Lean Media
- Productive Redundancy
- Cultural Differences

Citation: "Remote Work Revolution", Tsedal Neeley

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MUTUAL AWARENESS

- We can't assume that everyone has the same information or knowledge on a subject (some don't read email as often as others, or some are not always included on messages)
- What happens if some don't respond to an email message? Do we assume they read it and understand it? Do we assume the opposite?
- This causes inefficiencies and sometimes can erode progress for groups or offices.

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SOCIAL PRESENCE

- Two key concepts – Intimacy and Immediacy
- Both are governed by efficiency and non-verbal communication
- Intimacy – captures the closeness people get from eye contact, body language, smiling, and topics of conversation of varying sensitivity. Ex. Zoom or Teams meeting is better than a phone call or email.
- Immediacy – refers to the psychological distance of feeling of mental or emotional connection a person places between himself and the recipient. Ex. Subject matter, type of clothes worn, and tone of voice can each alter sense of immediacy.

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RICH VS LEAN MEDIA

- Rich media are those that convey greater amounts of information, including social cues and presence. Ex. Face-to-face and video communications
- Lean media conveys less information and are more straight-forward. Ex. Documents and email
- Don't always assume that "more is more". If parties know each other well, less formality and more speed can help avoid "tech exhaustion".
- Consider history of the team before deciding upon the technology to use.

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PRODUCTIVE REDUNDANCY

- With virtual teams, redundant communication can enhance productivity.
- We can't assume everyone understands urgency of some tasks.
- Oftentimes, reminding someone via a different form of communication is helpful.
 - Ex. Don't simply send another email 2 hours late. Pick up the phone or IM them.
 - Information overload requires variety of communication methods to maximize success.

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CULTURAL DIFFERENCES


- Cultural diversity can hamper communications if not addressed and planned for.
- Teams should be cognizant of common forms of successful communication in different cultures.
- Inquire about preferences instead of assuming everyone on team prefers the same type of media to use for key work needs.

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"A must-read." —Bill and Melinda Gates

The Power of Knowing What You Don't

THINK AGAIN



ADAM GRANT

#1 New York Times bestselling author of ORIGINALS

WE LEARN MORE FROM PEOPLE WHO CHALLENGE OUR THOUGHT PROCESS THAN THOSE WHO AFFIRM OUR CONCLUSIONS.

If knowledge is power, knowing what we don't know is wisdom.

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REFERENCES

- "Think Again", Adam Grant
- "Emotional Intelligence", Daniel Coleman
- "Remote Work Revolution", Tsedal Neeley
- "Emotional Intelligence 2.0", Travis Bradberry & Jean Graves
- "HBR's 10 Must Reads On Emotional Intelligence", Harvard Business Review

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THANK YOU FOR PARTICIPATING!

