

## Emotional Intelligence in Leadership - How Everything DiSC Can Support an Emotional Intelligent Leadership Strategy.

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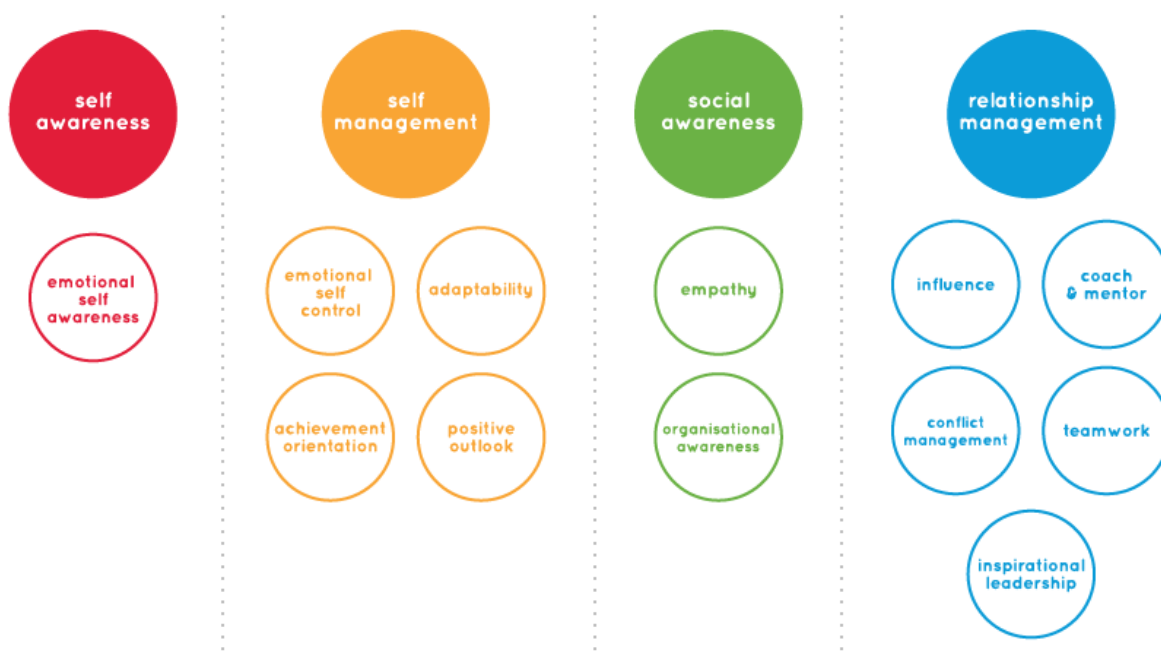
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### What is emotional intelligence (EQ or also referred to by EI)?

Emotional intelligence is a person's ability to understand their feelings and manage them accordingly as well as, understand and adapt to those feelings of the people around them, enabling more effective relationships.

Daniel Goleman (1995) popularised the concept of emotional intelligence (EQ) by developing a model that can be used to support the development of anyone wanting to become more emotionally intelligent (Goleman and Boyatzis, 2017).

The model consists of 4 key domains of emotional intelligence, with 12 sub-competencies (see image below).



(Retrieved from google images)

1. **Self-Awareness:** A person has a healthy sense of emotional intelligence self-awareness if they understand their own strengths and weaknesses, as well as how their actions affect others
2. **Self- Management:** A person with a high emotional intelligence can exercise restraint and control when expressing their emotions. They will

be able to manage the motivators and understand any triggers that may cause conflict in their environment.

3. **Social Awareness:** An empathetic person has compassion and is able to connect with other people on an emotional level, helping them respond genuinely to other people's concerns.
4. **Relationship Management:** People who are emotionally intelligent are capable at building trust and inspire others, they are able to quickly gain respect and build effective collaborative relationships.

### **How does emotional intelligence support leaders and organisations?**

Poor leadership and management can be detrimental and costly to any organisation, and may result in low employee morale and engagement, high employee turnover and low productivity and results. Having the right type of leadership can help to prevent the fall of a company and instead see it flourish and grow into a positive working environment where employees are happy, engaged, and motivated to succeed.

Emotional intelligence is vital in any organisation and research suggests that high levels of EQ in leaders is linked to higher employee job satisfaction (Lee, 2017) and is strongly associated with job performance (Mohamad & Jais, 2016)

Having an emotional intelligent leadership strategy in place will ensure that all leaders in the organisation are consistent in their approach.

Leaders need to be authentic, compassionate, and inspirational. They need to first understand their own emotions, behaviours, and values, before they can understand and lead others effectively.

Having the skills to reflect and understand their own EQ and how to appropriately manage their feelings, will then allow them to start to understand the emotions and needs of individuals within their teams. Practising these EQ skills will eventually become second nature and will encourage others to follow.

Leaders will recognise team members' personalities, strengths, weaknesses, and motivations. They will encourage everyone to set goals and will fully support their progress and development to achieve those goals. Allowing for positive interactions to happen within the workplace, where trust will be instilled, and team collaboration will take place naturally.

## How can we create an emotional intelligent leadership strategy using Everything DiSC?

Using The Everything DiSC Workplace and Agile EQ Profiles will allow the participant to gain deeper understanding and competencies mentioned in the 4 key elements of Goleman's Emotional Intelligence Performance Model (2017).

### 1. **Self-Awareness:**

- The Workplace profile provides the participant with a deeper understanding about their own behavioural preferences (DiSC Style) including strengths and weaknesses and how these behavioural preferences may impact others.
- The Agile EQ profile provides the participant with their EQ (mindsets) strengths that guides their interactions and how they influence their response to a situation

### 2. **Self-Management:**

- Both Workplace and Agile EQ profiles provide ways on how to be reflective and how to control their more natural behaviours and emotions accordingly to the situation.
- The Workplace profile provides the participants with an understanding of the things that motivate their preferred behaviours and how others may see them.
- The Agile EQ profile provides the participant with an understanding into which mindsets (EQ strengths) make up their comfort zone and the intrinsic needs that motivate these mindsets, helping the participant to navigate situations and the world around them.

### 3. **Social Awareness:**

- Both the Workplace and Agile EQ provide insights into the other 4 behavioural preferences of DiSC and the EQ strengths, as well as providing various methods and tips on how to effectively adapt behaviours and mindsets to build effective supportive and collaborative relationships.

### 4. **Relationship Management:**

- The Workplace profile provides the participant with the skills and understanding of how to build better relationships and how to connect with each DiSC style. It will discuss how to solve problems collaboratively and how to manage any tensions between them as well as provide various strategies and things to be reflective of.

- The Agile EQ profile will provide the participant with various ways on how to further develop their EQ strengths but also learn how to stretch over to the EQ strengths that they may find more of a challenge. It will provide various activities and scenarios to practice developing their EQ as well as creating an Action Plan to become more agile in using emotional intelligence and effectively build on their interpersonal skills.

Employees need to feel that they are understood and that they can go to work without feeling deflated or undervalued. That is why having an EQ leadership strategy in place will help to ignite a cultural transformation. It will empower leaders to fully understand their own characteristics and emotional intelligence but also their peoples. Resulting in employee satisfaction, employee engagement, collaborative relationships and a thriving and trusting workplace environment. Using the Everything DiSC products can support these needs; however, it is important to understand that emotional intelligence is something that continuously needs to be practiced and further developed and doesn't just stop once we have learnt it.

Along with EQ measures and personality measures such as Everything DiSC, Goleman also suggests that coaching is probably the most efficacious method for further improving the emotional intelligent areas that require more development.

*“Coaching is the most effective method for improving in areas of emotional intelligence deficit. Having expert support during your ups and downs as you practice operating in a new way is invaluable” (Goleman and Boyatzis, 2017).*

#### References:

Goleman, D. and Boyatzis, R., 2017. Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?. *Emotional Intelligence - Harvard Business Review*,.

Lee, H., 2017. How emotional intelligence relates to job satisfaction and burnout in public service jobs. *International Review of Administrative Sciences*, 84(4), pp.729-745.

Mohamad, M. and Jais, J., 2016. Emotional Intelligence and Job Performance: A Study among Malaysian Teachers. *Procedia Economics and Finance*, 35, pp.674-682.