Application of Emotional Intelligence

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Application of Emotional Intelligence

**Scenario 1**

**Not Discussing with Senior Leadership**

Michael choosing to implement the work-from-home policy without discussing it with the rest of senior leadership showed a lack of social awareness and self-awareness. Michael knew that the policy was discussed by senior leadership in the past and was ultimately decided not to be implemented. Despite this Michael thought that his experience in previous companies that did work from home was enough to know it would work at Corollary Communications. This confidence shows Michal’s lack of self-awareness because he was unable to look at the policy objectively. Michael should have thought to ask what his peers thought about the policy since they would be the ones implementing it in their respective departments instead of thinking he knows best. This was even suggested to him by Anika, but Michael lacked the self-awareness to realize he might not fully understand the workings of Corollary Communications despite being a new employee. Not discussing it with his peers also shows his lack of social awareness since senior leadership in the past had thought the policy would be a bad idea and Michael still thought that he knew better. He did not even think about how this policy may affect his peers and lacked the empathy to think they may not want to implement it.

**Dismissal of Anika’s Suggestion**

Anika suggested to Michael that he should meet one on one with each office leader to discuss the new work-from-home policy. Doing this would ensure that everyone is on board with the new policy and that they would not drag their feet during the implementation. Michael choosing to not listen to Anika who had been with the company for 12 years shows a severe lack of social awareness. Anika’s extensive experience at the company should have shown Michael that her idea to discuss the new policy with office leaders was a necessity but Michael did not think of how his new policy may affect others so he did not see it as necessary to get others opinions, he thought he knew better. “If you cannot understand and relate to others, it will be difficult to get work done through them.” (Mersino, 2007). Michael proved Mersino right, he did not understand and relate to office leaders and it resulted in his policy implementation going poorly.

**Senior Leaders Who Ignored Michael’s Request**

While Michael lacked social awareness making the request the way he did, the senior leaders also lacked social awareness in their response. Many chose to respond to Michael’s request with approval but then chose to not fulfill his request of sending the schedules by the 30th. These leaders not telling Michael about their objections to the new policy or obstacles to providing the schedule by the requested date meant that the problem was out of Michael’s control to fix. If they had properly communicated then Michael could have explained the policy more thoroughly to get them on board, or he could have pushed back the deadline if it was not possible to do it so soon. However, the leaders saying nothing showed a severe lack of empathy and respect for Michael’s position.

**Mei’s Decision to Approve Michael’s Policy**

Mei’s decision to approve Michael’s plan showed that she has a growth mindset. She stated that the plan was overly aggressive based on how fast previous policies had been implemented. This shows her growth mindset because either the plan works, and the policy is implemented quickly, or the plan fails, and Michael learns how to improve from his mistakes. An important part of a growth mindset is being willing to fail so that you can grow from that experience. Mei showed that she believes in using a growth mindset based on her decision to allow Michael to go ahead with his plan.

**Scenario 2**

**Behaviors within an Emotionally Intelligent Mindset**

One thing that Michael could do to improve his emotional intelligence in this situation through active listening would have been to repeat back a summary of what Anika said. This would allow Michael to truly process what Anika was saying to him and would clarify that he understands what she meant. Another thing that Michael could have done would be to ask questions. If he had asked a question like “How long would these one-on-ones take?” or “What would be the benefit of them?” then maybe, he would have given the idea a chance. Since Anika has 12 years of experience at the company Michael should give her recommendations the benefit of the doubt.

**Anika’s Relationship Management**

Anika showed relationship management with Michael in a couple of ways. The first is that she more thoroughly explained her reasoning behind recommending the one-on-ones. The reasoning was that Michael was new to the company and thus did not have a relationship with the senior leaders. This reinforced the idea that Anika had more experience at the company than he did and that he should give her ideas a chance. The second thing she did was confirm with Michael that he would have enough time to finish the one-on-ones and still meet his deadline for the policy that he wanted to meet. This shows Michael that her ideas are thought through and that she doesn’t make recommendations that don’t meet his expectations. It helps show Michael that she is an asset for him to use and that he can rely on her to help meet his goals.

**Empathetic Listening**

If I was in Michael’s position doing the one-on-ones with the senior leaders, I would demonstrate empathetic listening in a few different ways. The first is that I would give them my full attention by letting them speak while maintaining eye contact. Then when they are done speaking, I would repeat back to them a summary of what they said to ensure I understood. Next, I would try to put myself in their shoes so that I can understand how they feel and why they have the opinion that they expressed without placing any judgment on their opinion. This would allow me to better understand why they think the work-from-home policy is good or bad. I could then use this information to explain to them potential solutions to their problems or even brainstorm with them what changes could be made to the policy to better satisfy their needs.

References

Mersino, A. (2007). *Emotional intelligence for project managers: The people skills you need to achieve outstanding results*. Amacom. Retrieved from: <https://ebookcentral.proquest.com/lib/westerngovernors-ebooks/reader.action?docID=3001865&ppg=91>