**Lead with emotional intelligence**

- Without a doubt, the key to successful leadership is emotional intelligence. More than 3,000 studies on emotional intelligence have shown that it contributes to both professional and personal success. Boosting your emotional quotient, or EQ, is tied to more effective leadership, better decision-making, career success, as well as happiness and relationship satisfaction. Who wouldn't want more of that, right? The good news is that you can raise your EQ, and that's what we're going to focus on in this course. I'm Dr. Britt Andreatta, and I'm pleased to welcome you to Leading With Emotional Intelligence. I've spent my professional career working with leaders at every level across a range of industries, from technology and healthcare to education and the non-profit sector. and I've written three books on the science of success. Did you know that in the workplace EQ is more than twice as predictive of performance than IQ? In fact, 80 to 90% of the professional competencies that differentiate top performance are related to emotional intelligence. When companies implement training on emotional intelligence, they see phenomenal returns on their investment as high as 1000%. Consider these results. At a global makeup company, high EQ salespeople brought in $2.5 more in sales. At an international hotel chain, an EQ initiative increased market share by 24%. A military organization saved $190 by using EQ to screen pararescue jumpers. A major pharmaceutical company saw double-digit profit growth following an increase in team EQ. Needless to say, increasing your emotional intelligence will pay off in multiple ways. But it will also require practice. Use the exercises I've created for you to further develop your EQ. Just like any skill, emotional intelligence takes some time to develop, and practice will increase your confidence and competence.

**1. The Emotionally Intelligent Leader**

**Overview of EQ**

- Dr. Daniel Goleman coined the term emotional intelligence or EQ. And he likened it to traditional intelligence or IQ. Except EQ is about how smart we are with the human connection. In other words, how effectively we manage ourselves and our relationships. Goleman's research launched a new movement in the world of business and management. Every organization achieves its goals through a series of daily conversations, interactions, and decisions. Each of these involves humans. And the more emotionally intelligent they are, the more effective they will be on every level. Emotional intelligence has four main components that can be plotted on a matrix. The first area is self-awareness which focuses on how well you know yourself including your values, strengths and weaknesses, in comparison to how others perceive you. The next area is self-control which is about managing your emotions and actions in productive and healthy ways. The third area is our awareness of others. Knowing their emotions and needs as well as their skills, preferences, and other aspects of diversity. It's also about extending empathy. Finally, the fourth are is building relationships and how we utilize our awareness of others to maximize their potential and our relationship. Within these four quadrants, there are 20 competencies. In this course we will explore in more depth the ones most relevant to leading. But for now, let's have you assess yourself in all of the areas. Using the handout in the exercise files, read more about each one rating your competence. Competence has two aspects, proficiency and frequency. Proficiency or skill is how good you are at something. A common way to assess proficiency is to rate it on a scale like low, medium, and high level. Let's use skiing as a comparison. Someone who has a low level of skiing would be able to do a snowplow to control their speed and possibly do some very slow turns. A person with medium skill should be able to go faster, do parallel turns, and control their skies to avoid running into things. A skier with high level of skill can go very fast turning around moguls and even navigating on different kinds of snow. They would ski on hills that are steep and sometimes include obstacles. The good news is that your proficiency, your skill level, can improve with lessons and practice. The other aspect is frequency or how often you do something when faced with the opportunity. Let's take the EQ competency of exercising emotional self control. During the times you've impulsive or distressed feelings how often do you manage them in a way that's not disruptive to others? Let's say you do this almost all of the time. You might rate yourself at 90% frequency. If you only do it about half the time, you might rate yourself at 50%. And if you really struggle with this, you might say 10%. I like looking at frequency because it's an easy way to get better at something. Increasing the frequency of a desired behavior by 10 or 20% can have a huge impact. Take a few moments to complete the exercise sheet and then identify just a few areas you want to focus on. Don't tackle all 20 at one time. Pick a couple where dialing up your proficiency or frequency will have an impact. In a few weeks, reassess yourself to see your progress. Celebrate the shifts you've made and then set a couple more goals.

**The brain science of EQ**

- A main principal of emotional intelligence is that emotion is information. Emotions, or feelings, contain important data that's tied to our thoughts, attitudes, beliefs and actions, which is why being able to read emotions, your own and others, will make you a more effective leader. The fields of biology, psychology, neurology, and even anthropology have all shed light on how our complex system of emotion works. Let me share with you some key findings. First, the brain has three layers of increasing sophistication. Our most base level is the reptilian brain which is tied to our survival. It is constantly reading our environment for signs of danger, and when it senses any the amygdala kicks off the fight or flight response. Most of us have experienced this. It's not pleasant but it does prepare the body to literally escape or face the danger. The mid portion is the limbic brain, also known as our emotional brain. Again our survival is tied to this portion because we need to be able to connect with others, care for our young, and navigate social groups. This layer sorts for broad emotional categories like happiness, sadness, love and disgust. The outer portion of the brain is the neocortex, which is our thinking brain, also known as the executive center where we carry on logical analysis and effective decision making. Our emotional pallet expands to include more nuanced emotions. More importantly it allows us to have thoughts about emotions and to tune into more subtle indicators then the other layers can read. Both our IQ and EQ live here. The second key finding is that when our reptilian brain kicks off it literally shuts down the functions of the other portions of our brain, along with many other physical changes to prepare the body for battle. This would fine if the amygdala only fired off when we were truly in danger, like during a car accident or a robbery. The problem is that our own personal history shapes our amygdala and what it sees as danger. This is the third key finding. For example I was attacked by a dog in my 20s, even though I knew better my amygdala would kick off every time I saw a dog, even dogs I knew and loved. The fight or flight response was beyond my control and frankly problematic at times. People can also set off our amygdalas. If your boss reminds you of someone who harmed you your poor amygdala could be going off everyday at work. Now it's not always the full blown heart racing reaction associated with pure survival, the amygdala can also just send out a trickle, a high alert signal if you will. This creates a more subtle physical reaction like a knot in your stomach and a clenched jaw. Other people can't usually see this but you can sure feel it internally. It's called the amygdala hijack and it literally makes us incapable of any kind of intelligent action, emotional or otherwise. How does this relate to leading with emotional intelligence? The amygdala hijack actually lowers both your EQ and IQ, making us engage in behaviors we later regret. For example a normally professional colleague gets heated and yells at the team, the fight reaction. Or a usually confident colleague becomes withdrawn during a meeting, the flight reaction. The neurobiology of our emotions is at the heart of so many challenging situations like miscommunication, conflict, poor decision making, and employee disengagement. The good news is with the right information and practices you can increase your EQ, which will make you more effective as a leader as well.

**Leading people and orgs**

- Every decision, strategy, product, team, and customer is affected by emotional intelligence or lack thereof. That is why investing in emotional intelligence training yields such great returns. It can drive improvements in key areas across the whole organization. As a leader you actually have three levels of responsibility for developing emotional intelligence. Obviously, you need to cultivate your own emotional intelligence and it is also your role to develop the skill in others, especially those that report to you. In addition, as a leader, you have a responsibility to help your organization become more emotionally intelligent. In the Exercise Files there's a handout for you to track these three levels of responsibility as you learn the different competencies that make up emotional intelligence. Here are four key strategies you can use everyday. First, role model emotional intelligence. A leader's actions have much more impact than words, so be committed to role modeling emotional intelligence. This will naturally happen as you stay focused on the competencies as you increase your proficiency and frequency. Second, make EQ part of your organization's core values. This can look a lot of different ways and you many not explicitly use the words emotional intelligence, but you want to show that you value the essence of it. Let's look at two examples. LinkedIn has six core values, one of which is relationships matter. This is all about building rapport and trust with members, colleagues, and partners. Adidas has one of its four, the value of diversity. They state, we know it takes people with different ideas, strengths, interests, and cultural backgrounds to make our company succeed. We encourage healthy debate and differences of opinion. When leaders weave EQ into their organization's values, they clearly elevate the importance of it for everyone. Third, intentionally create an environment that boosts everyone's EQ. This starts with offering learning programs on EQ to your employees, as well as making it an integral part of manager training and leadership development programs. If you want to see examples, check out programs I've built at brittandreattatraining.com. In addition to teaching EQ skills, measure and track emotional intelligence so people can see their progress. Many elements of engagement and exit surveys correspond to EQ, so you likely already have some valuable data to analyze. Finally, hold your people and organization accountable. If emotional intelligence is lacking you need to look at why and fix it. This may mean providing more training and coaching to help people grow. It also means clearly communicating expectations and holding people accountable for meeting them. There should be consequences when people don't meet minimum standards for self-control and engaging with others. For example, if bullying or harassment occur in your organization, you must address it. Be sure you also recognize and reward emotional intelligence because that's the best way to validate your words with concrete actions. Shine the light on people who are exhibiting high EQ. Feature their stories at meetings, create awards, and make it part of your decisions about promotions. These strategies will be easier and more fun to implement if you collaborate with others. Identify high EQ people in your organization and work with them to raise awareness and do the work. Together you'll be able to influence your organization in powerful ways.

**2. Know yourself**

**Getting to know yourself**

- At the core of emotional intelligence is knowing yourself. Everything else flows from there. Let's look at some of the main areas you should explore using the handout in the exercise files. Self-reflection is one of your most valuable tools as a leader. Along with being willing to learn and grow, which you're already doing by watching this course. The obvious place to start is your emotions. A key aspect of emotional intelligence is knowing what you're feeling, and when. We're going to delve more deeply into emotion, so for now, I'll focus on the other aspects. Next, it's important to understand your values, which are the attitudes, beliefs, opinions, and experiences that govern how you behave. They shape the choices you make every day, and you're either in or out of alignment with them. Your values are always a function of your life experiences. Use the worksheet to reflect on what shaped who you are, professionally and personally. Jot down the events and people who've influenced you. These can be positive or negative experiences, but they shaped how you see and experience the world now. Reflect on your childhood, family, education, cultural heritage, traumatic events, major successes and failures, and your hopes and aspirations. You can do this as a simple journaling exercise, or you might even create a timeline. The third key component is knowing your purpose. According to research by Aaron Hurst and Arthur Woods, we all have purpose drivers that influence the type of work we want to do, and the impact we seek to have. I encourage you to take their Purpose Profile assessment at imperative.com. As a leader, your purpose is central to how you influence your people and organization. Assessing your skills is the fourth component. One great tool to use is the StrengthsFinder assessment by Gallup. Your professional life requires you to use a wide variety of functional and technical skills. Some are foundational, such as time management, building relationships, and communicating effectively. And many skills are specific to your job or industry, like finance, or graphic design, or teaching. The fifth is knowing your work style. Knowing how you approach work is really valuable information. One common assessment is called DiSC, and you may have also heard of the Myers-Briggs Type indicator. But my favorite is the 5 Dynamics assessment, because it's based on brain science. The last major component is your leadership style. There are lots of models out there, but my two favorites are the Leadership Practices Inventory, LPI, from the book The Leadership Challenge, and the Situational Leadership Model, from the book Leading at a Higher Level. There are other aspects of yourself to explore, but I consider these the core six, as they relate to your role as a leader. Another part of developing your self-awareness is perceiving yourself accurately, and aligning how you see yourself with how others perceive you. Now, this is not about trying to please everyone or make everyone happy. But you do want to have an accurate sense of how others perceive or experience your strengths and areas for improvement. I'm sure we can all think of people who are out of touch with how others view them. This actually indicates a lack of emotional intelligence, because they're ignoring cues, or even direct feedback, that would help them align their perspective. That's why I recommend the assessments I've mentioned. They'll give you valuable data that can help you improve your self-perception, and as a result, your EQ.

### Exploring emotions

- Being emotionally intelligent, starts with exploring and honoring your emotions. Your first goal is to correctly identify your emotions. Most of us are pretty good at identifying the major categories of feelings which are happiness, anger, fear, sadness, and disgust. Start by going through the day and identifying which of these major feelings you're experiencing at any given time. Note how the feeling shows up in your body and the thoughts that are affiliated with it. Pay attention to patterns, like always feeling happy when you see your pet, or anxiety when you pay your bills. Within each of these categories are much more subtle feelings or even combinations of feelings. Your next goal is to identify the nuances between them. For example, what's the difference between feeling embarrassment, guilt, humiliation, or shame? Dr. Brené Brown has done some amazing research on this topic and she says that guilt is captured by the phrase, "I did something bad," whereas shame is, "I am bad." Use the hand out in the exercise files to explore the wide range of human emotions that are part of your biology. Second, you want to feel your feelings. It's one thing to identify that you're sad, and it's another to let yourself feel the sadness. This means having the time and space to honor the sadness, perhaps even letting yourself cry. This is a bit tricky because we lead busy lives, and while we may know we have feelings, we push them aside because the time and place may not be conducive. But raising your EQ means that you take time to feel your emotions. Some people find that mindfulness like meditation is a great way to do this. Others say that time in nature is the key to their process. Personally, I like to journal. I sit down and write about what I'm feeling, letting expression flow, then I ask myself, "and what else?" To make sure that I express everything that I'm holding onto. In fact, it's actually the most important thing but it's something adults, and especially busy leaders, often deny themselves. This causes us to build up stress, anxiety, and resentment. Challenge yourself to put some joy and play into your life, at least once a week. Finally, you need to appropriately express your feelings. This means a couple of things. First, that you correctly identify the source of your feeling. For example, if you're frustrated after sitting in traffic that you don't channel that at your co-worker or family member when they do something annoying. Second, pick the right time and place to communicate your feelings to others. If you're angry at a colleague, process your feelings with a trusted friend or confidant, rather than blasting them in the moment. You may still need to talk to your co-worker, but only after you can come at it constructively. There are no bad emotions, all feelings deserve to be honored and felt. It's just about picking the right time and place for healthy expression. Unhealthy ways include stuffing or ignoring your emotions, taking them out on another person, overeating, using substances like drugs or alcohol, or using media to numb yourself out. Healthy options include journaling, speaking to another person, exercising, mindfulness, and even screaming into a pillow. I'm not kidding, it's my favorite way for blowing off steam and it allows me to get my higher order brain back online, so I don't do something I regret. Use the exercise files to explore your emotions and create an action plan for new, healthier habits.

**3. Manage Yourself**

### Self-control

- One of the cornerstones of emotional intelligence is emotional self-control. I'm sure we can all think of some people who don't have it. This certainly includes people who lose their tempers or who blurt things out without thinking, but it also includes people who struggle with patience and those who micromanage others. Studies indicate that people who struggle to keep jobs or excel in their careers have problems with controlling their impulses or delaying gratification. And we've all seen the headlines about athletes, movie stars, and even CEOs who are suffering the consequences of their poor choices. We all struggle with self-control a little bit. For example, I can have amazing self-control in so many settings, but if you put a warm brownie sundae in front of me, not so much. It's human nature to have situations that challenge you, but you want to develop strategies for managing yourself. Research on emotional intelligence tells us that there's two important windows for self-control. The first window is when we're under stress, especially if we've been hijacked by our amygdala. When this happens, the thinking brain shuts down and we're in our survival state. Since you've lost access to the executive center, the strategies here are about recognizing that you've been hijacked and having some ways to calm yourself down. Become familiar with how your body feels when you're hijacked. It's a version of the fight-or-flight response. You'll often have sensations like a racing heart, clenched stomach, or shaking hands. Each person is different. Your goal is to quickly recognize when you've been hijacked, then you want to be able to calm yourself down. Consider these options. Excusing yourself to the restroom so you can get out of the situation for a few minutes. Breathing, I find that breathing in and out for the count of five helps a lot. Journaling, jotting down a few thoughts or feelings can be really helpful, and you can even do this around others because it looks like you're taking notes. Moving your body, like going for a walk. Talking with a trusted friend. Take a few minutes to just vent your thoughts and feelings. Identify two to three things you can try next time you're hijacked. The most important thing to remember is to not take any action until your brain is fully back online. When you lose access to that higher state, your reptilian brain is going to say, you got to yell at this guy. Trust me, this is a brilliant idea. But you cannot trust that part, so train yourself to wait. All you need to do is create a little space and time, and you'll be fine. And that brings us to the second window of time, which is in our everyday interactions when everything is going well. Having self-control in these situations is about thinking beyond the current moment to the broader picture. We can all remember times when we said something to a colleague or made a decision and if we had just thought it through a little more, we would've made a better choice. Here are some common examples. Starting a conversation without looking around to see how much privacy you really have. Feeling compelled to share information simply because someone asks or went first. Making a decision before you have all the facts or relevant opinions. Doing something before considering all the different people it might affect or what the impact might be. Taking an action without assessing how it relates to your organization's culture, policies, or procedures. But if you train yourself to wait, you'll increase your chances of seeing those missing pieces or accurately identifying potential consequences. You also gain the opportunity to observe what's happening around you and seek other people's input. Timing really is everything. Remember, you will rarely regret waiting a few hours or days, but you will often regret acting too quickly.

### Understanding triggers

- A big part of emotional self control is understanding your triggers. A trigger is the same thing as your hot button. You usually discover one when it's been pushed and all of sudden you're having a strong emotional reaction. The key here is that your emotion is bigger than the situation probably warrants. If someone just stole your car, then it's appropriate to have a very strong emotion of anger. But if you're having that same reaction in a staff meeting, it's probably a trigger. In particular, you want to look for any of the following clues. You feel righteous, angry, defensive, scared, anxious, you're judging or blaming another, or you're being self-critical and beating yourself up. All of these are signs that you may have a trigger. Another is that you're experiencing the fight or flight response in a non-life threatening situation. In other words, an amygdala hijack. The fight response is where we turn toward the threat and use aggression to protect ourselves. We can use physical, verbal or even non-verbal behaviors to attack another person, or more subtle tactics like sarcasm or shame. If we're in the flight or freeze response, we turn away from the danger and withdraw from the interaction or relationship. Another type of flight behavior is defensiveness where we deflect the perceived attack with excuses or counter arguments that blame another person. Part of being emotionally intelligent is knowing what triggers you. And if you know your triggers, then you cannot be surprised by them. When we get caught off guard by our triggers we usually don't make the best choices. In the exercise files, you'll find a worksheet about triggers. Take a few minutes to think about what has triggered you over the past few years and make a list. Consider both your personal and professional life. Focus on how you reacted initially even if things got worked out later or cleared up. My guess is that you'll start to see the same themes repeated across several different situations. This is because our triggers are remnants of difficult experiences, either physical or emotional, that happened to us in the past. When we experience a similar situation or a person who reminds us, even subconsciously, of someone who hurt us, our body responds. The reason our emotional reaction is bigger than this situation warrants is because it's got connections to our past. Triggers are just the scars of old wounds and you're not only feeling the reaction to this current incident, but it's magnified by feelings of when the button got created in the first place. It's common for people to have a handful of triggers. In fact, there is not a human being alive who doesn't have triggers. It's just part of the human experience. Many triggers come from trauma. Think about how many people you know who've experienced things like being a victim of a crime, having a family member who struggles with addiction or mental illness, being in an accident, or growing up in an abusive household. Statistically, it's very likely that more than 50% of your workplace has experienced major trauma at some point in their life. If they have not yet learned how to recognize and manage their triggers, it can create a lot of problems. Understanding your triggers is one of the most important gifts you can give yourself as a leader. I do executive coaching all the time and the most effective leaders not only know what their triggers are, but they have a plan for managing them when they inevitably get pushed. This is a key aspect of self control and a clear differentiator of people with high EQ's.

### Managing your triggers

- Once you know your triggers, create a plan for managing them. This is the biggest aspect of exercising emotional self-control. We all know people who harm their careers or other key relationships because they didn't manage their triggers and engaged in behaviors that they couldn't easily recover from after they calmed down. So, I recommend having a clear plan. First, you want to anticipate what or who will likely trigger you. This is actually very empowering because by anticipating, you can do a lot to protect yourself. Perhaps you can avoid the situation or change it enough to make it better for you. For example, you could switch the time and place or ask someone you trust to join you. Second, you want to have, what I call, a fire drill. This is your plan for once you've been triggered, so you can manage the reaction once it kicks off. Just like a real fire drill, it helps us to know what to do under stress. Consider these questions. How will you know you're triggered? What are some phrases you can have ready to say and even practice in advance? How can you gracefully get out of the situation? If leaving is not an option, consider how you can buy yourself a little time to calm yourself down. Some legitimate options include needing to take a call, getting a drink of water, or using the restroom. High EQ people know that their triggers are normal and have a thoughtful plan for managing them when they happen. Third, consider adding mindfulness to your life. Mindfulness practices have been shown to reduce the reactivity of the amygdala and also help us gain a calm state quicker. Meditation, in particular, teaches people to take an observer stance, learning to watch their own thoughts or feeling from a bit of a distance. That little bit of perspective helps people shift from being hijacked by a trigger to watching themselves be hijacked, which keeps them from making impulsive choices in the moment. As a leader, you want to be mindful of your own triggers, and also be compassionate when you see others who are triggered. Once someone has dropped down into their reptilian brain, they truly are not capable of behaving rationally until their higher brain comes back online. So, it's important to give a triggered person a little time and space to cool down. Say something like, I can tell you have strong feelings about this, why don't we take a quick break for a few minutes; go take a walk or grab a snack and we'll reconvene in a bit. Another important point is that high EQ leaders know that triggers are at the heart of conflicts. Your people have a wide range of life experiences and triggers. Often the conflict between people, including senior executives, is really about them triggering each other without knowing it. In addition, the work environment tends to set off triggers. Psychologists have long known that the hierarchy of any organization tends to mirror the hierarchy of a family unit. So, it's fairly common for people, even leaders, to unknowingly play out unhealed family issues at work. Explore how you can provide people with the tools and skills they need to increase their EQ and bring their best selves to work. Some examples includes making sure that your health benefits include services like therapy and coaching. Consider offering classes in emotional intelligence and also mindfulness practices like meditation and yoga. High EQ leaders not only successfully manage their own triggers, but they also help others do the same.

### Self-care and support

- Another hallmark of a high EQ leader is that they invest in themselves. They engage in self-care and they seek out support because both make them more resilient and adaptive. To be a good leader, you have to make sound decisions, remain calm during stressful events, and be a role model for others. And it's hard to do any of those things if you're not in good shape. Self-care includes the basics you'd expect, good nutrition, sufficient sleep, and exercise. And yet these are often the first things to go out the door when our calendars get full and deadlines are looming. The best leaders prioritize their self-care, making it non-negotiable in their schedules. Today, many top leaders include mindfulness practices in their daily routine. Whether it's meditation, yoga, or expressing gratitude, mindfulness plays a powerful role in our brains. Dr. Sara Lazar at Harvard found that a daily mindfulness practice actually shrinks the amygdala, making it less reactive. Dr. Richard Davidson at the University of Wisconsin uses MRIs to compare the brains of long-time meditators, like Tibetan monks, to people who have never meditated. The results are astounding. Even meditating one time changes the brain in a measurable way. And it's permanent. Regular meditators are able to focus longer, less likely to worry about future events. And when something stressful does happen, they experience less distress and return quickly to their normal state. To learn more, read the book he co-wrote with Daniel Goleman titled Altered Traits. Another important form of self-care is play. Studies show that people who play are more adaptive, innovative, and have more positive relationships. So find a way to build more play into your life. It can be simple and solitary or complex and collaborative. The most important thing? Make it fun. You should have at least a good play session once per week, and more is better. If you need more motivation, consider this quote by Brian Sutton-Smith. "The opposite of play is not work. "It's depression." Emotionally intelligent leaders also seek support from their trusted network of friends, family, and colleagues. Whether you know it or not, your support network plays an important role in raising your EQ. Have you ever notice that you can spend hours thinking about something and not feel better, but if you chat about it for a few minutes, the feelings shift? Research shows that feelings need to be outwardly expressed in order to be processed and shifted. Emotions have to leave the body. So talking them out works, as does writing them, which is why journaling is such a powerful process. We have to be able to express the raw, messy feelings and not just the cleaned-up, polite versions. You may be able to do this with your social network. But I have found that most people benefit from having some other avenues too. Three great options are a structured journaling process, working with an executive coach, and/or having a personal therapist. All of these offer a truly safe space to explore and process your emotions. Interestingly, many of these strategies are also related to positive psychology and what increases happiness. So implementing these strategies will get you a double bonus. You'll be a better leader, and you'll be happier too. As a leader, you can also help others do the same. Think about how these strategies can implemented in your organization. Consider how you can promote on-site coaching programs. Cover counseling through insurance. Offer mindfulness classes. And provide opportunities to play and laugh at work. All of them will help raise the EQ of your people and your organization.

**3. Understand Others**

### Understanding humans at work

- Now let's explore the second major aspect of emotional intelligence, understanding others and building positive relationships. The good news is that as you delve into knowing yourself, it becomes much easier to correctly read and identify similar qualities in others, like their emotions, values, skills, and work style. For example, when you get clear about your own values and how you demonstrate them, you can start to spot values indicators in others. Take a moment to think about your colleagues. Based on your interactions with them over time, what would you identify as their top five values? You want to make an educated guess here, based on all the information you have. Then, verify your guess by asking them. You can say something like, I've been reflecting a lot on my own values, and I'm interested in learning more about yours. What are your top values and why? Of course, you want to choose a time and place that's conducive to this topic, but you'd be surprised how open people will be when given the chance. The best strategy for getting to know others is to ask them. This is true for all the qualities, not just values. While you can certainly base a lot on your observations, you always want to verify your impressions with confirmation from that person. These conversations not only give you data, but they help build rapport as well. The truth is that emotional intelligence is more about effort than innate skill. So take time to reflect on what you know about others, gathering and verifying information as you go. With time and focus, you'll greatly increase your understanding of others. As I have mentioned, I studied the brain science of success and the main thing I want you to know about humans is that we're wired for three core things. First, we're wired to survive. This is our need for food, water, and shelter. Recent global conflicts and natural disasters have highlighted how primal these needs are. People will go to extraordinary lengths to gain and protect food, water, and shelter because of our most basic need to stay alive. When we're not in crisis, these needs come in the form of job security, because earning a paycheck is how we purchase food, water, and shelter. So anything that messes with our sense of job security like a new boss, a performance review, or being assigned to a new team can trigger these primal instincts. Second, we're wired to belong. This is our need to be part of a community and form meaningful bonds with others. This is tightly interwoven with our need to survive because our chances of survival are greater when we're part of a tribe. Entire structures of our anatomy are dedicated to helping us understand and connect with others. We hunger for and seek a place to belong, and we're sensitive to our place with the group because biologically, we know that being marginalized from a group can be dangerous. And third, we're wired to become our best selves. Once the other two needs are met, our final and perhaps greatest need is to grow into our potential and make the contribution we're here to make. This is the seeking part of human nature, and it distinguishes us from all the other living organisms on the planet. Our brains are wired to seek new levels of growth, and we have brain structures dedicated to creating feelings of reward or success, as well as steering us away from failure. As you develop your understanding of all the people in your life, you'll gain more and more insight, which leads to many other measures of success.

### Extending empathy

- Empathy is a major cornerstone of emotional intelligence. Empathy is the awareness of and connection to others' feelings, needs, and concerns. Let's clear up one common misunderstanding. Empathy does not mean that you'd feel the same thing if you were in the same situation. For example, they might be feeling anger. But in the same situation, you'd feel neutral or calm. When we miss the boat on empathy, and many well-intentioned people do, it's because we try to connect from how we would feel in the same situation. We then to disconnecting things like have opinions about their feelings or offer advice about what they should do. Empathy is about connecting to their experience as they feel it. If they're experiencing sadness or grief, tap into your own experience of sadness or grief. If they're feeling anxious, remember times you've felt anxious. I get it, I know how uncomfortable anxiety feels. Here's another way to think of it. Let go of the golden rule, and instead use the platinum rule. We all remember the golden rule, do unto others as you would have them do unto you. While it's great advice, it's not empathy. Empathy lives in the platinum rule. Do unto others what they would want to have done unto them. Big difference. Crucial difference. When you develop empathy, you'll better satisfy your customer's needs, more effectively support your leaders, and help your coworkers perform at their best. You'll also be a better friend, romantic partner, and parent. Obviously there's a strong business case for empathy. In addition to the financial return on increased productivity, there's a human return on investment that pays off in loyalty. When people feel truly seen and heard, they become fiercely loyal. The good news is that we are biologically wired to feel empathy for others. Several structures in our brains are dedicated to perceiving facial expressions, hearing vocal cues, and reading body language. That's why we all have had the experience of asking someone how they are, and while they say the words I'm fine, the other clues are telling you that they're not. Having empathy means you pay attention to these clues and use them as an opportunity for connection. Say something like, I get the feeling that you don't really feel fine. Would you like to talk about this with me? How can I best support you? Then listen. And find a way from your own past to connect with the feelings or experiences that they share with you. Doctor Brene Brown has a great animated short on YouTube about empathy. She says the two most powerful words when we're in struggle are me too. Being a great leader is about extending empathy to those above, beside, and below you in the organization. And social awareness is about applying empathy to group settings. Reading individuals is one skill and reading a group is another. Every group develops its own persona or culture. It develops social norms for how people should behave. Sometimes these are written in the form of values or policies, but I've seen groups where the written rules are actually the opposite of what really happens. Having social awareness means that you pick up on the real social norms and expectations, not just the ones that the group says about itself. This is a big part of political awareness and organizational acumen and often requires reading between the lines. As the leader, you'll want to guide and influence the group to having healthier and more productive norms. Finally, remember that some people have physical and mental conditions that affect how they express emotions or how well they can read and respond to emotions of others. For example, people on the autism spectrum have difficulty in this area. So take time to use the handout in the exercise files. Developing empathy will help you achieve high levels of success in all the other skills of emotional intelligence.

**5. Leading Others**

### Creating safety and inclusion

- Our most core human need is to survive, followed by our need to belong. As a result, high EQ leaders know that they must make safety and inclusion priorities in their organizations. Let's talk about safety. Many of us think that physical safety at work is a given. But workplace violence is surprisingly prevalent. About 16% of workplace deaths are the result of an attack in the workplace. Workplace violence is the third leading cause of death for healthcare workers. And taxi drivers are 20 times more likely to be murdered on the job than any other worker. Over one quarter, 26%, of workplace homicide victims work in sales or retail, higher than those in protective services at 19% including police officers and security guards. Separate from workplace violence are the threats of being seriously injured or killed on the job through safety accidents, like falls. It's clear that for many, physical safety on the job is a valid and present concern. But separate from potential harm, our sense of physical safety also depends on keeping our job, as our paycheck is the way we buy food, water and shelter, the essentials of survival. So threatening to fire someone can have nearly the same emotional impact as threatening to hit them, launching a person into the fight or flight response. But perhaps the biggest aspect of safety in today's workplaces is what is called psychological safety. Dr. Amy Edmondson, a professor at the Harvard Business School, coined this term. She found that across industries, psychological safety is the key element that differentiates the highest performing teams from the rest. Google's global study of its teams found the same result, and they now make psychological safety a cornerstone of their manager training. Many people face not only a lack of psychological safety at work, but they suffer through daily intimidation and fear. 75% of workers have been affected by workplace bullying, either as a target or a witness. Bullying is abusive conduct that is characterized by regular repetition, ongoing duration, and escalation with increasing aggression. Alarmingly, workplace bullying is four times more common than either sexual harassment or racial discrimination on the job. But psychological safety is not the mere absence of intimidation or harassment. Dr. Edmondson found that it creates the climate for teams to do their best work. She defines psychological safety as a sense of confidence the team will not embarrass, reject, or punish someone for speaking up with ideas, questions, concerns or mistakes. It is a shared belief that the team is safe for risk taking. It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves. Watch our course on LinkedIn Learning. It's important to note that psychological safety is not about being universally liked by others, or protected from opinions or beliefs that you find uncomfortable. It's about respecting and trusting people at work, which is about finding value in what they contribute to the group's efforts. Research also tells us that a sense of belonging and inclusion matters. Did you know that our brain registers exclusion in the same way it registers physical pain? My book, Wired to Connect, is all about the brain science of teams, collaboration, and inclusion. The data is truly astounding. The best leaders seriously focus on creating inclusive environments. If you've not yet invested in programs that enhance belonging, diversity and inclusion, make this your top priority. You'll reap the rewards of increased employee productivity and engagement, as well as better collaboration, innovation and retention of your top people.

### Facilitating teams

- Working in teams is related to all three core human needs. Being on a team can enhance or threaten our sense of safety and security. Working with others creates an additional community to belong to or feel excluded from and often our work in teams is tied to our desire to reach our fullest potential for our professional growth and development. For years researchers have shown that groups naturally move through stages. A classic model is Bruce Tuckman's stages of group development. He identified five stages from forming to storming to norming to performing and to adjourning. But new research has illuminated that what happens in the first two stages actually determines whether teams move toward positive, healthy interactions or devolve into dysfunctional behaviors that cripple them. When that happens the team won't ever be able to achieve true collaboration or peak performance. I recently wrote a book on the brain science of teams and collaboration. Many aspects of our biology are designed to help us work well in groups, achieving what scientists call neural synchrony, which is a hallmark of peak performance. However, we can only get there when certain conditions are met. I bring all this together in my model called the Four Gates to Peak Team Performance. The first gate is a sense of physical and psychological safety. If we don't have that it's impossible for team members to perform at their best. Next, every team member needs to have a clear sense of purpose for working together and the ability to make meaningful contributions. Otherwise they won't lean in and bring their best work. The third gate is that teams need to develop a true sense of trust and belonging. This can only happen when the previous two are met, so many teams never make it to the third gate but when they do the quality of their work goes way up and they're poised to enter the fourth and final gate Peak Performance. Here the team is operating at their best, engaging in true collaboration and innovation. As a leader it's vital that you understand how important those early interactions are and do your best to set teams up for success. In those initial meetings, teams are establishing their sense of physical and psychological safety with each other which become the ground on which trust is built or destroyed. This is why team building is so important and an investment that pays off ten-fold down the road. In addition, team members need certain skills in order to make their best contribution to the group's efforts. In other words, team training. For example, they should understand the key differences between cooperation, coordination, and collaboration and how their behavior needs to shift accordingly. Most teams move back and forth along this continuum and if they don't know how to adjust, they often get stuck in cooperation, unable to engage in real collaboration. They also need to know how to have difficult conversations and a clear process for addressing and resolving conflict. You should also make teams the right size. Studies indicate that the ideal size is between four and eight people. Research has shown that three people is unstable because it creates a two against one dynamic and nine or more actually yields diminishing productivity because people feel less accountable for their efforts. I've pulled all these important considerations together into my team playbook which I have shared in the exercise files. Try using it the next time you bring teams together. I'm confident you'll see much better results.

### Catalyzing change

- The success of every organization rests on its ability to change. Emotionally intelligent leaders play a key role in both catalyzing and facilitating change in their organizations. This requires you to cultivate your own comfort with change, finding ways to both embrace change and successfully manage the psychological challenges affiliated with change. In addition, you have to help others do the same. Did you know that humans are actually wired to resist change. There are four brain structures that can be activated by change, driving fear, fatigue, and ultimately failure. I detail this in my book, "Wired to Resist." Harvard Business Review says that 50 to 70% of change initiatives fail. It's not usually due to poor design or even execution. But rather leaders didn't take into account the resistance the followers would likely have. High EQ leaders realized that for any change to succeed people need the right guidance and support in moving through their natural, biologically-driven resistance. I've built a brain science based change training that does just that. As a leader you also need to look for signs that change is needed. Invest time in looking at your organization, industry, and market to see what factors are influencing current and future states. You also need to look at trends in the workforce. Will you be able to find the people you need when you need them? What skill gaps need to be filled so that your current talent will be ready for the future? What about your customers? What patterns do you see in how they use your product or service? What disruptive forces might challenge your organization or present a unique opportunity? You must continually scan for signs that change is needed so you don't identify problems too late to solve them. Every organization has a natural bell-shaped curve of development. The organization is created and then starts to grow. When it becomes successful everyone wants to celebrate. As it achieves its peak most people are really resistant to change. You'll hear comments like this is working, don't mess with success. Or why fix something that's not broken? But if you hang out too long in your glory days you'll find yourself sliding down the backside of achievement. And the longer you wait to identify the signs the harder it gets to recover. Timing is everything with change. You want to be ahead of the curve. This means that you have to be thinking beyond the current situation and identifying the next launching point for your company. Apple is a great example. It first invented itself with the Macintosh computer. Then it struggled for a bit and started sliding down the backside of the curve. But the leaders learned from that experience. We can now chart the company's success as a series of new curbs with the launch of the iPod, iPhone, and iPad. And they just started making autonomous cars. You can do the same with your organization. It's the emotionally intelligent leaders who drive these changes. They do this by challenging the status quo. Be willing to ask questions. Look for other even contrary data from what everyone else is looking at. Suggest alternative reasons or theories. Next be willing to champion the change. Find ways to talk about your ideas that are clear and compelling. Inspire others with your passion and be sure to look for and cultivate your advocates. Finally, model the change. Sometimes new ideas are scary. So find ways to facilitate others through the change you're proposing. Suggest that you explore with a pilot project or prototype. Many find it less intimidating to take change out for a test drive before they commit. The most important thing to remember is to read emotions as you go. People will show you what they're thinking and feeling. Your job is to listen and respond in ways that address their concerns. All of these strategies will help you and those you lead create successful change.

### Inspirational leadership

- The final component of emotional intelligence is being an inspirational leader. Now, this can sound intimidating, because people often think of outgoing and engaging personalities who can take the stage and wow everyone. But don't confuse leadership with charisma. Quiet people can inspire, and humble people can be amazing leaders. In fact, Jim Collins, the author of Good to Great, found that most successful companies are led by unassuming but fiercely passionate leaders. And passion is what it's all about. Passion is at the core of being an inspiring leader. When you have a purpose that you care deeply about, others feel your authenticity and are inspired by your commitment. You can translate your passion into leadership by how you get others on board. Ultimately, you have to be able to share your passion and vision with others. This doesn't have to be grand and showy, but it does need to be clear and compelling. Take time to craft your message. Learn how to articulate your vision, because this is how you'll gain enthusiasm and support from others. Get clear about your goal and the difference you want to make. Think about how your vision relates to the feelings, needs, and concerns of others. Find ways to connect to their experiences and emotions. Don't assume that others see how meaningful your vision is. Help them see it and show them what's possible. Once you're clear about your vision and you can articulate it easily, get going on sharing it with the world. Work it into conversations. Give presentations on it and write about it. Now, a natural part of this process is that some people will fall away because they don't share your values or vision. That's okay. You know, sometimes we hold back on sharing our vision because we're worried that not everyone's going to like it. Well, you can bet on that. Not everyone will like it. If you can embrace that, then you won't be stuck in paralysis and you can get busy attracting the folks who get what you're talkin' about. Another aspect of inspirational leadership is walking your talk. If you want to convince others that your vision has merit, you must be willing to live it yourself wholeheartedly. Even if folks don't agree with your idea, you will still inspire them. Finally, don't wait until you have an official or formal leadership role. Leadership is really a practice, not a position. Anyone can lead, and often the best leaders are not the ones with the titles. If you lead from your values and your passion, you will make an impact. If you want to learn more, I highly recommend the book The Leadership Challenge by Jim Kouzes and Barry Posner. It's my favorite model of leadership, and it focuses on five practices that are actually emotional intelligence in action. Check it out. In the exercise files I've included a handout to help you articulate your passion and vision. Use it to help craft your message. Remember, the world needs what you have to contribute.

**6. Conclusion**

### Next steps

- In addition to developing your own EQ, you're also responsible for helping your organization develop its emotional intelligence. An organization's EQ is always a function of the emotional intelligence of the people holding key leadership positions. If your top leadership is not emotionally intelligent, you'll need to begin with raising their consciousness about the value of EQ. This is a process of education and persuasion. Don't do this process alone. Work with other emotionally intelligent people to carry this message forward together. Strategize about how and when you can raise awareness. Tending to the issues that will create the most impact. If you're lucky, your top executives have high EQs and are committed to leading with emotional intelligence, driving it throughout the organization. If you already have buy-in at the top, then your focus will be assessing where the organization needs to improve. No matter how receptive your leaders are, the following strategies can help you make a sound case for emotional intelligence. First, identify areas that need attention. You can take each of the competencies and evaluate your organization. I've created a handout in the exercise files for you to use. Perhaps your organization struggles with conflict. Or could enhance it's ability to create a culture of inclusion. Maybe a few key leaders need to develop their confidence or leadership skills. The goal is to have a frank and honest look at what's not working, for the purpose of finding ways to improve. Next, propose a plan for raising your organization's EQ. Focus on the areas you identified and design some action steps for addressing the issues. Consider how training and coaching can help increase personal and relational competence. Your proposal will be strongest if you can find clear data that supports your analysis and can calculate concrete ROI on implementing your ideas. Also, you'll want to partner with other high EQ leaders to create momentum for the proposal. Some well-placed advocates can do wonders for creating needed change. Third, take a snapshot before you implement the plan. This will serve as your measuring stick, against which you can show progress. Gather some meaningful data about the current status of the issue you're tackling. That way you can demonstrate the effects of your efforts. Fourth, focus on one thing at a time. You might be tempted to implement several sweeping changes at once. While this can certainly bring about change, it will be harder later to know which one created the best results. Certainly be strategic about the order you roll things out, but do them one at a time. You'll gain more credibility if you can confidently demonstrate positive results and this will create more momentum for the next stage of your plan. Finally, demonstrate your successes with statistics and stories. Collect both anecdotal evidence and quantitative data to show the results of your plan. I have found that it's most effective to use them together. Show some statistical data and then demonstrate it with a quote or story from a real person. People naturally connect to the human experience and using stories will help you bring your success to life. Well, we've covered a lot in this course. It's been a pleasure to walk through the many wonderful aspects of emotional intelligence with you. The world needs people who can lead with emotional intelligence. You've already done a lot of great work by watching this course and using these practices. So keep going, you're on the right track. In the exercise files, I shared recommendations so you can further enhance your learning. And be sure to check out my site at brittandreattatraining.com and please connect with me on LinkedIn. Thank you.