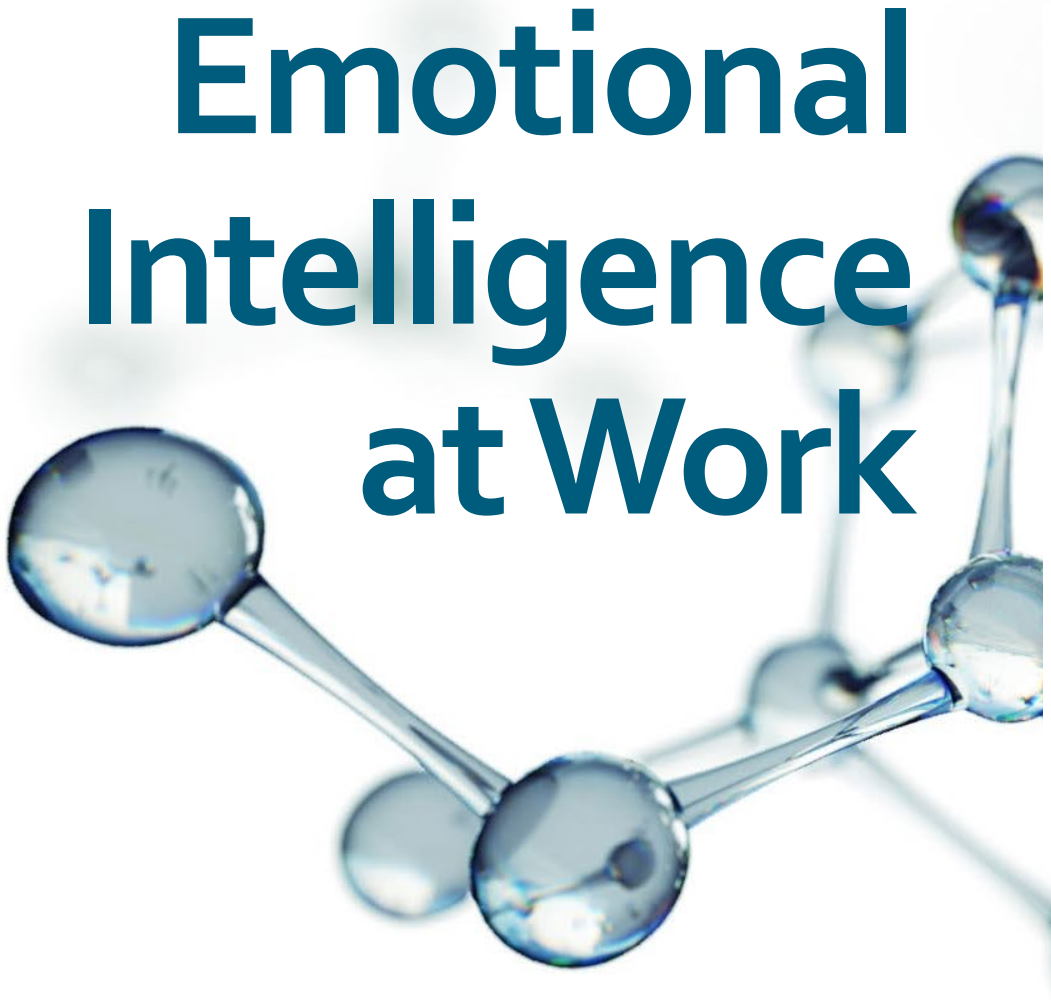


# Emotional Intelligence at Work



Research has identified  
Emotional Self-Awareness  
as the key to effective leadership.

This case study demonstrates how emotional  
self-awareness improves relationships,  
increases influence, and improves  
performance.

Followed by a research roundup.



## A first-time manager was having trouble building relationships.

Hired as a senior scientific officer, she was aggressively defensive in client meetings. Direct reports found her authoritative and directive, leading to team attrition. Senior management was quickly losing confidence in her.

### CASE STUDY 2

## EI assessment showed:

- 1.** Above average **self-regard** was out of balance with below average **emotional self-awareness**. She was unaware that she was perceived by others as arrogant or dismissive.
- 2.** Below-average ability in **emotional self-expression** added to her lack of skill in conversations.
- 3.** Very high **social responsibility** was out of balance with low ability to manage **relationships**. She valued and defended the organization and science over people.
- 4.** Extremely low **stress tolerance** coupled with low **impulse control** suggested that she would not handle difficult situations well. Indeed, she had been reprimanded for blurting out inappropriate comments.



## Six months later, she was successfully handling clients and new team members.

She was promoted after six months of coaching, and then, the next year, received a bigger promotion with a 50% raise in salary. At that point, she was getting recruited by other organizations.

### CASE STUDY 2

AFTER SIX MONTHS OF EMOTIONAL INTELLIGENCE COACHING

## El assessment now showed:

- 1.** **Emotional self-awareness** rose half a standard deviation to balance her high **self-regard**. She learned to gauge how she was being perceived and could show both humility and appropriate confidence.
- 2.** Better balance between **interpersonal and social responsibility** led to greater respect for others. She was earning the trust of clients and direct reports. Both team and customer satisfaction were improving.
- 3.** **Impulse control** went up 16 points, 1.5 standard deviations. Her awareness of how her responses affected others helped her temper her reactions.
- 4.** Much improved **stress tolerance** helped her cope with difficult situations and remain calm when under stress. She was less reactive and learned how to listen empathetically before asserting herself.

RESEARCH ROUND-UP:

# Emotional Intelligence Predicts Success.



Korn Ferry found that intelligence does not predict success at work and that emotional intelligence does. They identified emotional self-awareness as the most important emotional intelligence competency and the gateway to all other EI competencies.



Daniel Goleman found that people with high emotional intelligence were 85% more likely to be rated as high performers.



Working with McKinsey, Richard Boyatzis showed that leaders spread their feelings to others, either positively or negatively, making emotional self-awareness and self-management crucial for leadership effectiveness.



Wharton professor Sigal Barsade found that emotions shape workplace culture and have significant impact on employee satisfaction, burnout, teamwork, financial performance, and absenteeism.

Are you ready to increase your emotional self-awareness and effectiveness?

Would someone on your team benefit from more emotional self-awareness?

Is your organization ready to increase performance through emotional intelligence?

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Take 15-minutes to find out how emotional intelligence coaching or training can improve your team's results.

BOOK A FREE CONSULTATION NOW

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