



EQ

Emotional Intelligence

Agenda

- **What is Emotional Intelligence?**
- **Why EQ is important in business settings**
- **EQ in support of Caterpillar's strategy**
- **Your EQ and how to improve it**

Total health



Social Health

- Healthy and productive relationships
- Inclusion and connectedness
- Work-life balance
- **EQ** can impact our workplace culture and climate

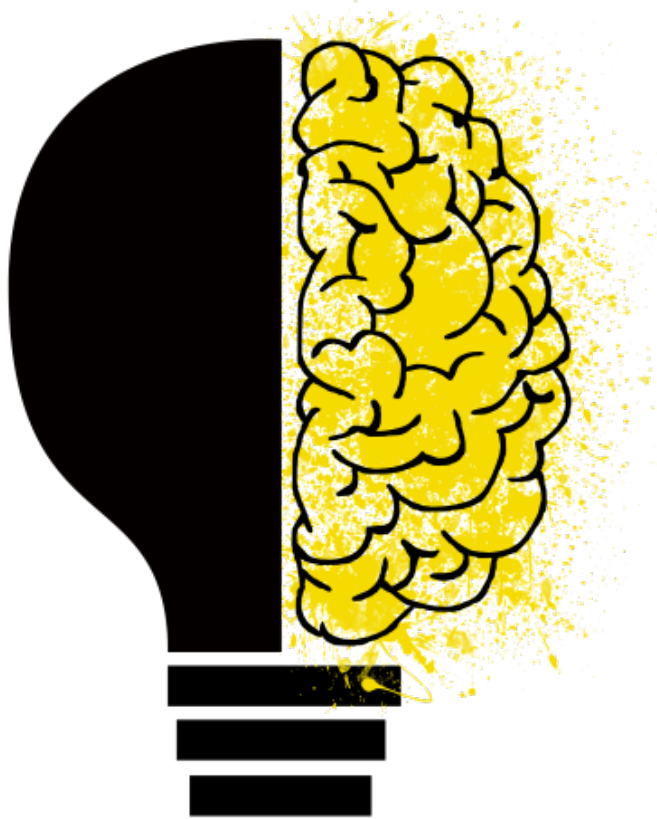
What is Emotional Intelligence (EQ)?

A set of skills that influence our ability to effectively...

- Perceive and interpret emotions
- Express emotions appropriately
- Influence our interpersonal interactions
- Maintain positive relationships
- Positively impact our social environments

“...the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”
- Daniel Goleman

Our Workplace Challenge



“A leader’s intelligence has to have a strong emotional component. S/he has to have high levels of **self-awareness**, maturity, and **self-control**. S/he must be able to **withstand the heat**, handle setbacks, and when those lucky moments arise, **enjoy success** with equal parts of joy and **humility**. No doubt emotional intelligence (EQ) is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can’t ignore it.”

- Jack Welch, Former CEO of General Electric

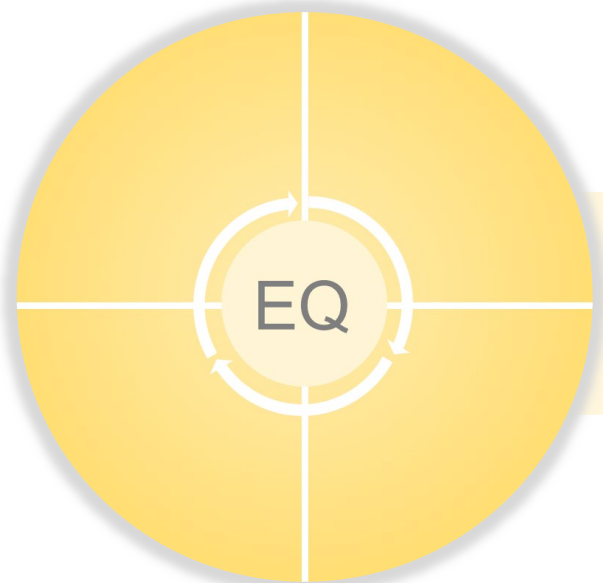
Why EQ is So Important in the Workplace

Research shows convincingly that emotional intelligence (EQ) is more important than IQ in almost every role, and many times more important in leadership roles.

- Dr. Steven Covey

EQ positively impacts...

- Communication
- Relationship quality
- Team engagement and retention
- Organizational effectiveness and stress
- Adaptability and ability to change
- Individual and team performance
- Business outcome



Our Values in Action



Leadership Attributes



Know to Grow



Employee Insights



Diversity & Inclusion



Four Characteristics of EQ



Awareness of emotions of ourselves and others



The ability to interpret what the emotions mean



Coping with challenging situations, staying in control, and influencing interactions



Developing relationships and maintaining them in the long term

Scoring Your Brief EQ Self-Assessment

EQ Strengths – Mark your EQ total scores for each domain to assess your strengths and areas for improvement.

Domain	Score
Emotional Awareness	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Emotional Management	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Social Awareness	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Social Skills	<u>0</u> 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40

*Adapted for the San Diego City College MESA Program from a model by Paul Mohapel (paul.mohapel@shaw.ca)

Scoring Your Brief EQ Self-Assessment

- What are your stronger areas and those that may need some work?
- What do you think this means for you?
- Any surprises?
- Remember...
 - No good/bad
 - This isn't about NOT experiencing emotions
 - EQ has high levels of plasticity—it can change if you try

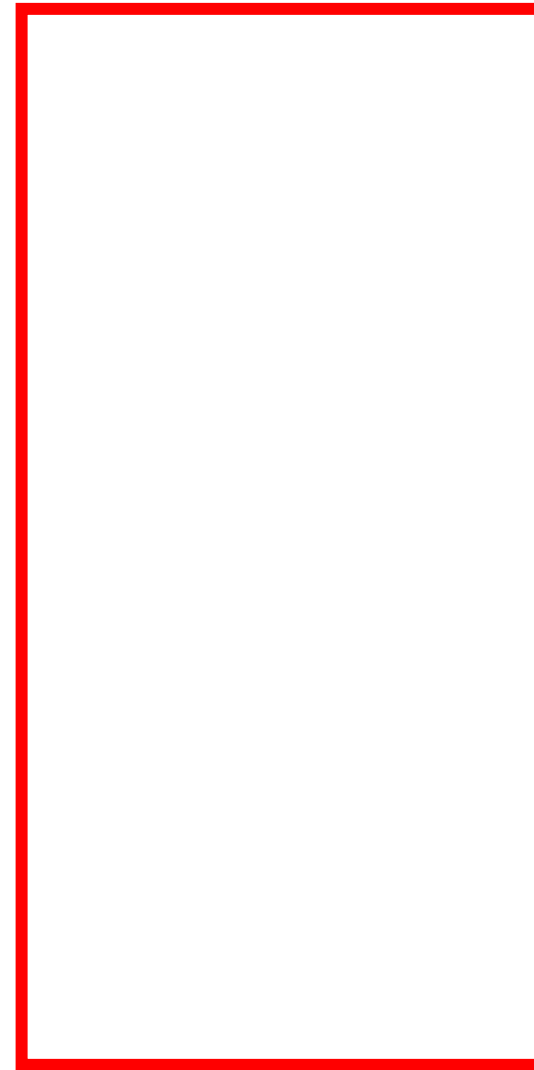
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4 Skills, 2 Competencies

Personal competence

- Self-awareness and self-management skills
- More about YOU than others
- Being aware of your emotions
- Controlling your behavior



Recognition

Action

Yourself
Personal competence

Self-Awareness

- Emotional self-awareness
- Accurate self-assessment
- Self-confidence

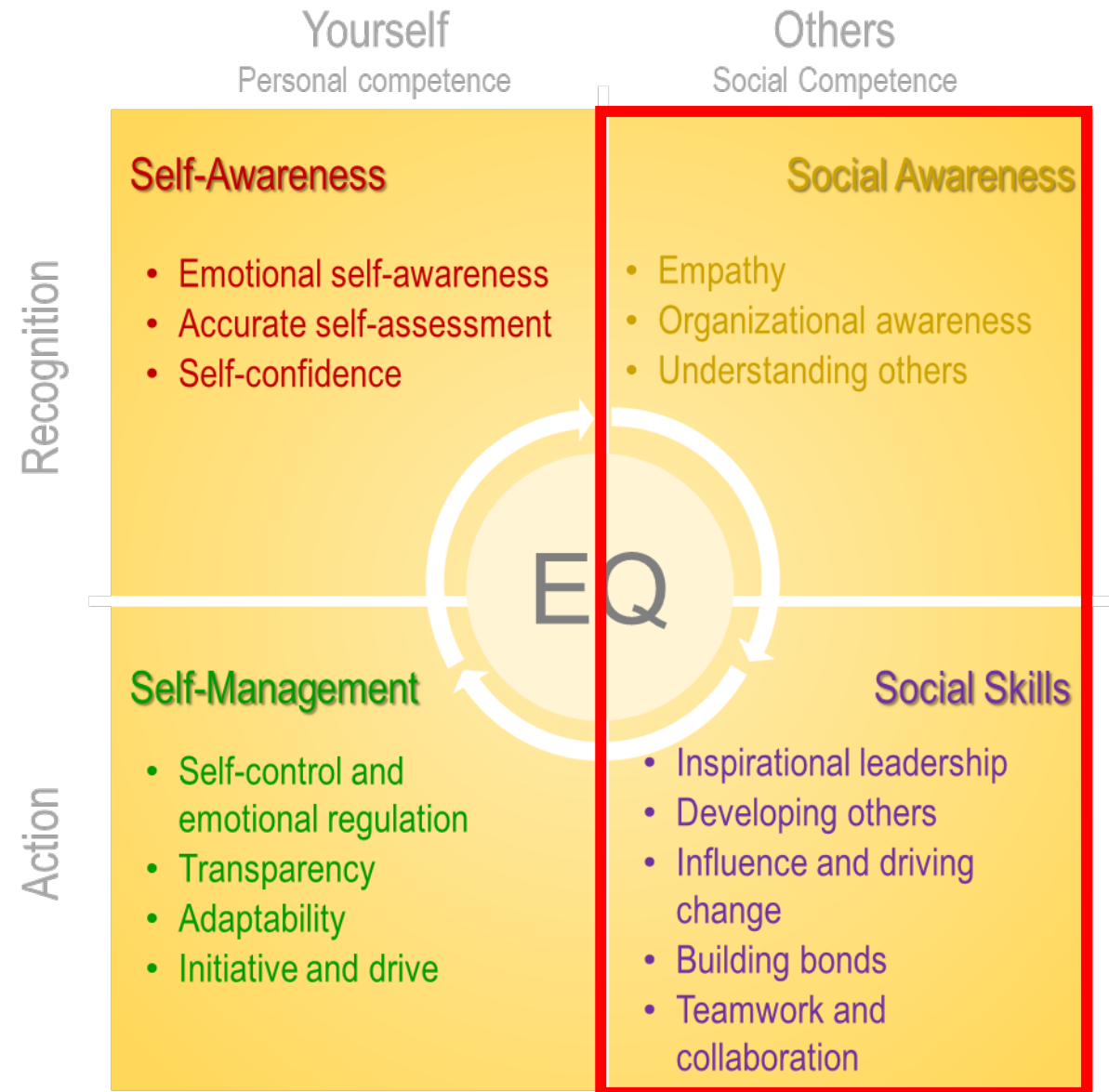
Self-Management

- Self-control and emotional regulation
- Transparency
- Adaptability
- Initiative and drive

4 Skills, 2 Competencies.

Social competence

- Social awareness and relationship-management skills
- Ability to understand mood, behavior, and motives
- Empathy



Self-Awareness

Your ability to accurately **perceive your own emotions** in the moment and understand your tendencies across situations.

- Self-awareness is a foundational skill; when you have it, the EQ skills come easier
- Highly correlated to job performance
- Requires a lot time to introspect and reflect
- Involves an understanding of your strengths, motivations, and what triggers you
- Validating emotional accuracy – seek feedback



Self-Awareness Strategies

1. Take time to reflect on how you feel about your experiences
2. Develop the language to articulate how you feel
3. Don't treat having or expressing feelings as good or bad
4. Don't be fooled by good and bad moods; there are pros/cons to each, and they are guaranteed to change
5. Recognize how your emotions feel physically
6. Monitor yourself; keep a journal
7. Know who/what pushes your buttons and WHY
8. Ask yourself why you feel as you do
9. Know yourself under stress
10. Ask for feedback; validate your observations

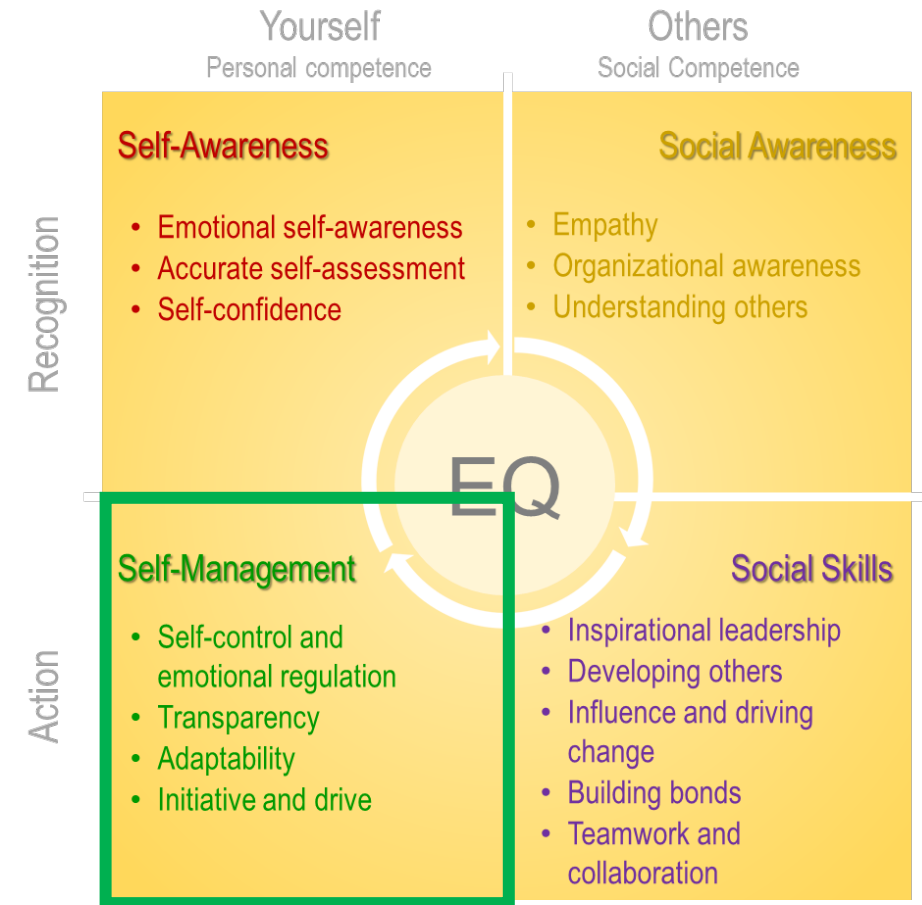
At Work

1. Supervisor feedback
2. 360° feedback
3. MGL
4. Employee Insights

Self-Management

*Your ability to use your awareness of your emotions to stay flexible and actively **choose (control) what you say and do.***

- Builds upon self-awareness; you can't manage your emotional response unless you recognize it
- Recognizing and then regulating emotions; putting space between the stimuli and your reaction
- Impulse-control; putting some distance between a trigger and your response
- Avoiding the limbic system's "emotional hijacking"
- One of biggest challenges for managers: to be passionate, driven but contain the emotions



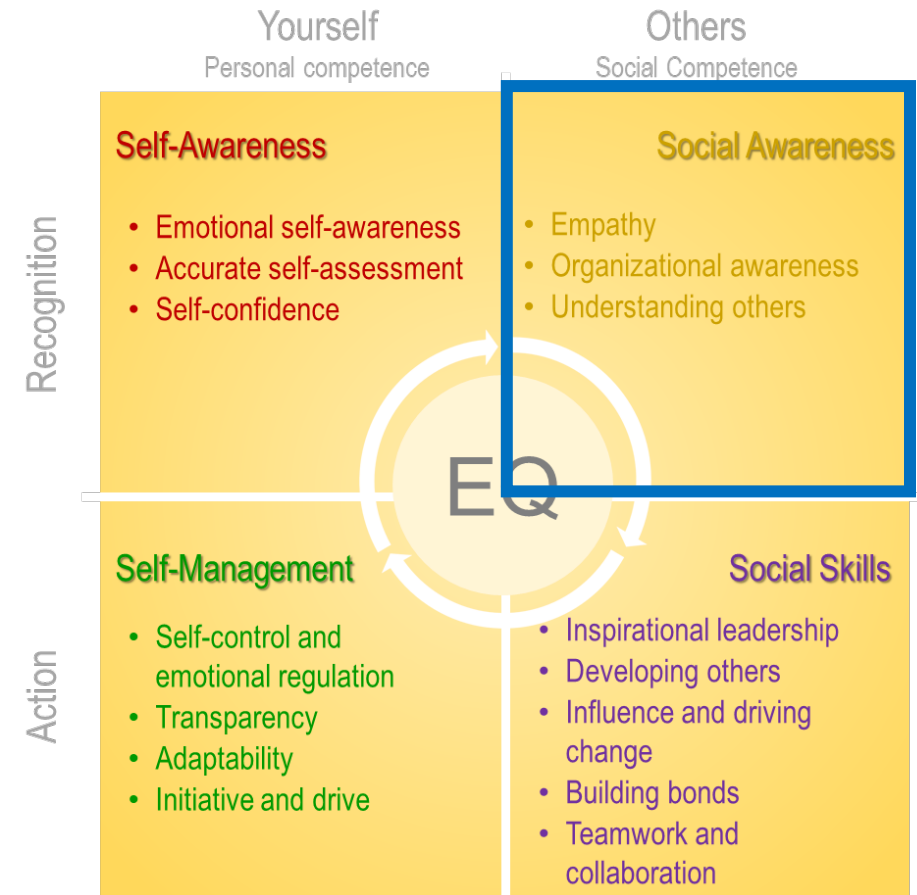
Self-Management Strategies

1. Awareness comes first, including the physiology of emotions
2. Centering: deep breaths to slow your mind and body
3. Take a time out – Count to 10 before responding – Never email or text angry – Sleep on it
4. Good sleep hygiene
5. Take care of your body – diet, exercise, relaxation, and fun
6. Control your thinking and self-talk
7. Focus on what you can control
8. When emotional, get task-oriented
9. Get objective, non-emotional feedback from others; EAP can help
10. Accept that change is going to happen

Social Awareness

*Your ability to accurately **pick up on emotions in other people** and understand what is really going on with them.*

- Listening and observing are key
- Empathy – express an understanding
- Requires setting aside your feelings and biases
- You aren't listening and watching if you are thinking of your own feelings or what you are going to say
- Must be in the moment
- Can involve group interaction



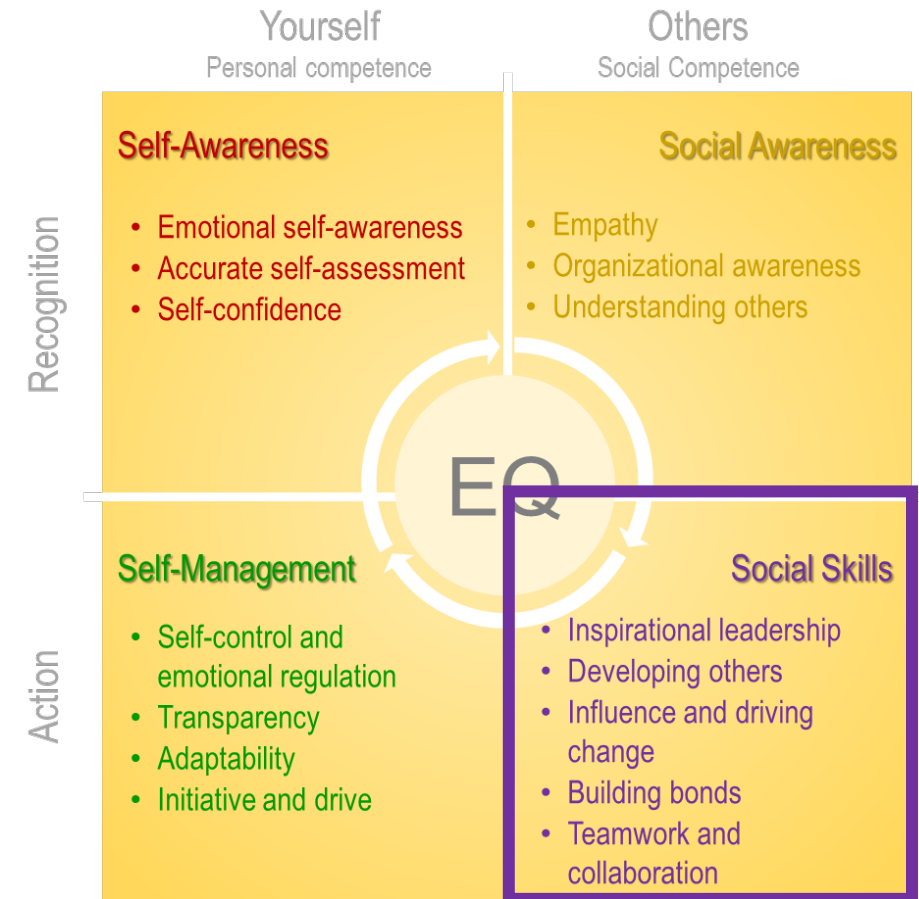
Social Awareness Strategies

1. Listen, listen, listen – Pay attention
– Then listen some more
2. Clear the clutter (in your head)
– Be present, be in the moment
3. Step into their shoes to improve empathy and accuracy
4. Recognize your own emotions and biases
5. Learn names; greet people by their names
6. Watch body language
7. Timing is everything; know the mood of your audience and adjust
8. Be cautious about note-taking in meetings; stay engaged, make eye contact
9. Plan ahead for social encounters
10. Recognize cultural differences
11. Test for accuracy – Just ask

Social Skills

*Your ability to use your emotional awareness to **shape your encounters**, influence and inspire others, put them at ease, and thrive in your relationships*

- Essential for leadership; foundation of engagement, leadership, and interpersonal effectiveness
- Brings out the best in people
- Helps problem-solve and resolve conflicts
- Builds bonds with individuals and teams to get the job done
- Poses the biggest challenge during times of stress



Social Skills Strategies

1. Be reasonably open and curious of others
2. No mixed signals; align the verbal and nonverbal
3. It's the little things, like "please" and "thank you"
4. Accept feedback well
5. Build trust through consistency and reliability
6. Use emotions, like anger, with purpose
7. Ask if your door needs to be more open
8. Don't avoid difficult situations or people
9. Openly recognize others' emotions; demonstrate complimentary emotions
10. When you care, show it; small gestures go a long way
11. Be candid; explain your decisions
12. Use your EQ to determine the best way to give feedback
13. Think before you speak; align your intentions with your impact
14. Use fix-it statements
15. Use your EQ during tough conversations

Emotionally Intelligent People

- Take time to reflect on how they feel about their experiences
- Are aware of their emotions in the moment; they are participant observers
- Know what and who pushes their buttons and why
- Consistently seek feedback; they are humble
- Recognize the physical signs of their emotions
- Avoid irrational, destructive patterns of thinking, including perfectionism.
- Take care of their body
- Think before they speak



Emotionally Intelligent People

- Employ active listening skills and strive to understand others
- Pay close attention to verbal and nonverbal communication
- Show empathy
- Are present
- Prioritize social interactions, even when they are challenging
- Are curious of others and ask good questions
- Build trust through consistency, reliability, fairness, and negotiation
- Are direct and transparent in their communication
- Use emotions with purpose



Next Steps

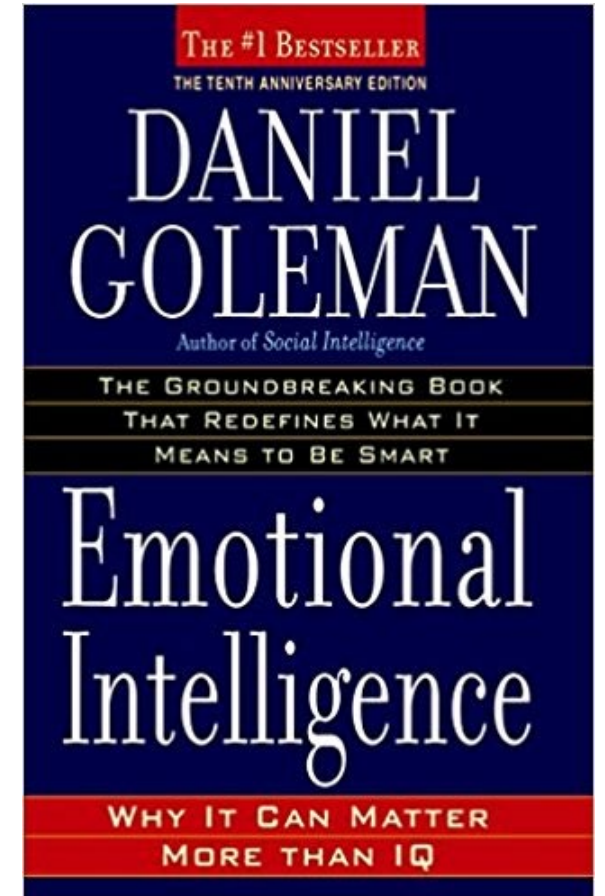
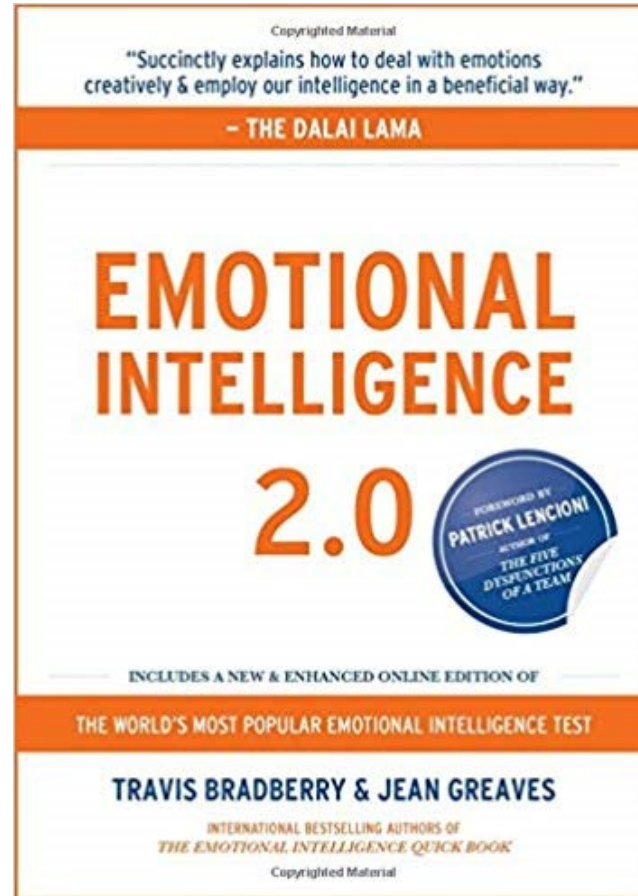
- Pick ONE skill area where you want to focus
- Review the suggested action steps in detail
- Pick three specific action items and develop a written action plan
- Seek a mentor or trusted person to share your plan with and who will give you feedback
- EAP can help as a resource for coaching, feedback, and help making changes
- Do some reading on EQ
- Retest

Remember...

1. The point of the journey is not to arrive; EQ is a process—not a race toward a final destination.
2. Expect progress not perfection.
3. Be mindful to practice.
4. Be patient.

Next Steps

Suggest reading...



Questions?

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