



Prifysgol Cymru
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BMMB7025

Managing People in Organisations Employee and Emotional Intelligence

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*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



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Today

What is EI and why do we need it?

Wellbeing

Compassionate leadership

Empathy

Today



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- Wellbeing
- Compassionate leadership
- Empathy

What is 'Emotional Intelligence' (EI)?



'Your ability to recognise and understand emotions in yourself and others, and your ability to use this awareness to manage your behaviour and relationships'
(Bradberry, 2020)

- Ensure **credible** sources when giving definition; no UKEssays and the like

Where does EI sit?

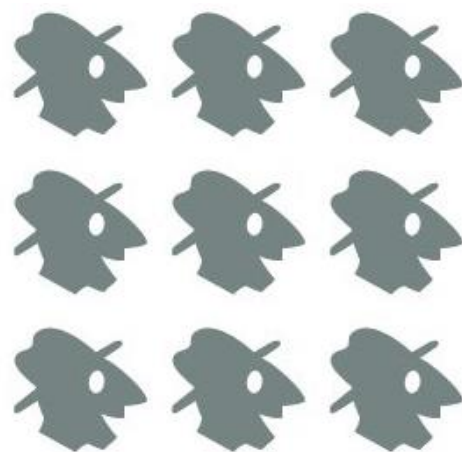
- IQ
 - EQ
 - PQ
 - SQ
 - AQ
- "IQ + EQ + PQ + SQ + AQ = I am a well-rounded person"



Emotional intelligence is the foundation for critical skills.

Image: Travis Bradberry

EI and Performance



90%
of top performers
have high EQ

EQ is responsible for

58%

*of your job
performance*



\$29,000

*People with high EQ
make \$29,000 more
annually than their
low EQ counterparts*

Benefits of EI Training

- Ability to handle conflict
- Ability to deal with change
- Ability to communicate clearly and effectively
- Quality of decision making
- Number of outbursts affecting performance
- Improved relationships with customers and co-workers
- Willingness to take accountability for mistakes
- Flexibility in challenging environments
- Ability to prevent set-backs from affecting their performance

EI Frameworks:

Daniel Goleman's 5 Domains of EI

Daniel Goleman's model of EI includes five domains:

- **Know** your emotions.
- **Manage** your emotions.
- **Motivate** yourself.
- **Recognise and understand** other people's emotions.
- **Manage relationships** (others' emotions)

These five realms are broken down into four quadrants:

- **Self-Awareness.**
- **Social Awareness (empathy).**
- **Self-Management.**
- **Relationship Management (social skills).**

		Recognition	Regulation
Personal Competence	Personal Competence	Self-Awareness ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state	Self-Management ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
		Social Awareness ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying	Relationship Management ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

Wellbeing



What is wellbeing?



- Well, who knows?
- Bradburn (1969) – spectrum
- Headey (1992) – positive and negative affects
- Dodge, et al., (2012) – equilibrium
- CIPD (2020) – a state of flourishing

What is wellbeing at work, then?



- Better work and working lives
- Mutual gains
- Wellbeing and resilience
 - Resilience: *the capacity to recover quickly from difficulties; toughness*
 - *Psychological resilience is the ability to mentally or emotionally cope with a crisis or to return to pre-crisis status quickly*

The business case for wellbeing

- Good health and wellbeing are a core enabler of employee engagement and organisational performance
- Investing in wellbeing can lead to increased resilience
- There's a legal 'duty of care' in relation to the health and welfare of employees
- There are less accidents due to the Health and Safety Act 1974
 - but there's been a rise in mental health issues over last 10 years
- Unhealthy work practices, such as presenteeism and leavism, due to unmanageable workloads

CIPD Recommendations

- An integrated approach to wellbeing
- A unique approach that suits your organisation
- Everyone has a role
- Main cause of workplace stress is poor management style

CIPD Key Domains of Wellbeing



Wellbeing and Emotional Intelligence

- Resilience
- Wellbeing dips when the challenges we face outweigh the resources we have to cope with them
- We can't control what life throws at us, but we can control our response (emotional reaction)
- EI skills help us remain well
- We first have to recognise the emotional state we are in (self-awareness) and then manage our response to move to a more positive state

- Leaders who listen, understand and help
- This creates a supportive environment that encourages the greater wellbeing of staff, leading to higher levels of innovation, engagement and ultimately performance



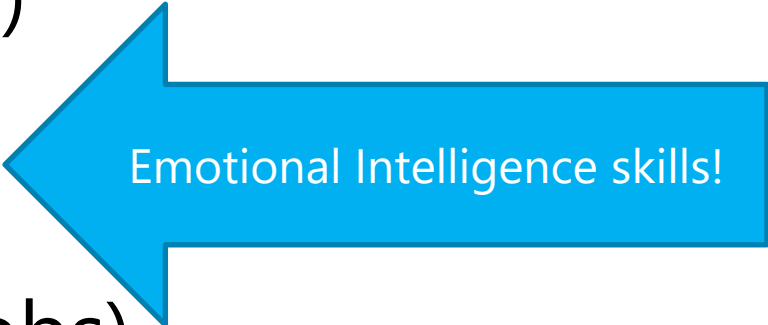
(West, 2019)

Michael West on Compassionate Leadership



Four Behaviours of Compassionate Leaders

- Attending (listening with fascination)
- Understanding (needs of staff)
- Empathising (caring for staff)
- Helping (enabling staff to do their jobs)



Emotional Intelligence skills!

The most important skill is listening and the most important task is helping staff to do their jobs.

Figure 1: The ABC framework of nurses' and midwives' core work needs



Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

- Teamworking
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

Contribution

The need to experience effectiveness in work and deliver valued outcomes

- Workload
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development
Flexible, high-quality development opportunities that promote continuing growth and development for all



- Based on WRAP – Wellness Recovery Action Plan system (used by people to manage their mental health) by Mary Ellen Copeland
- **Wellness Action Plans**
- Individuals fill in template and discuss with manager
- A pro-active approach – to prevent issues
- <https://www.mind.org.uk/workplace/workplace-wellbeing-wales/>



- What are your stressors?
- What are your needs?
- You need to be a good role model and also be in a good place yourself to lead others
- Also important to show vulnerability, which breeds trust



'The capacity for one person (a perceiver) to share and understand internal states of someone else (a target)'. It is 'a social bridge that allows us to connect with one another' (Weisz and Zaki, 2017)

'Empathy is about earnest listening, relating to one another, and putting yourself in someone else's shoes' (Ackerman, 2020).

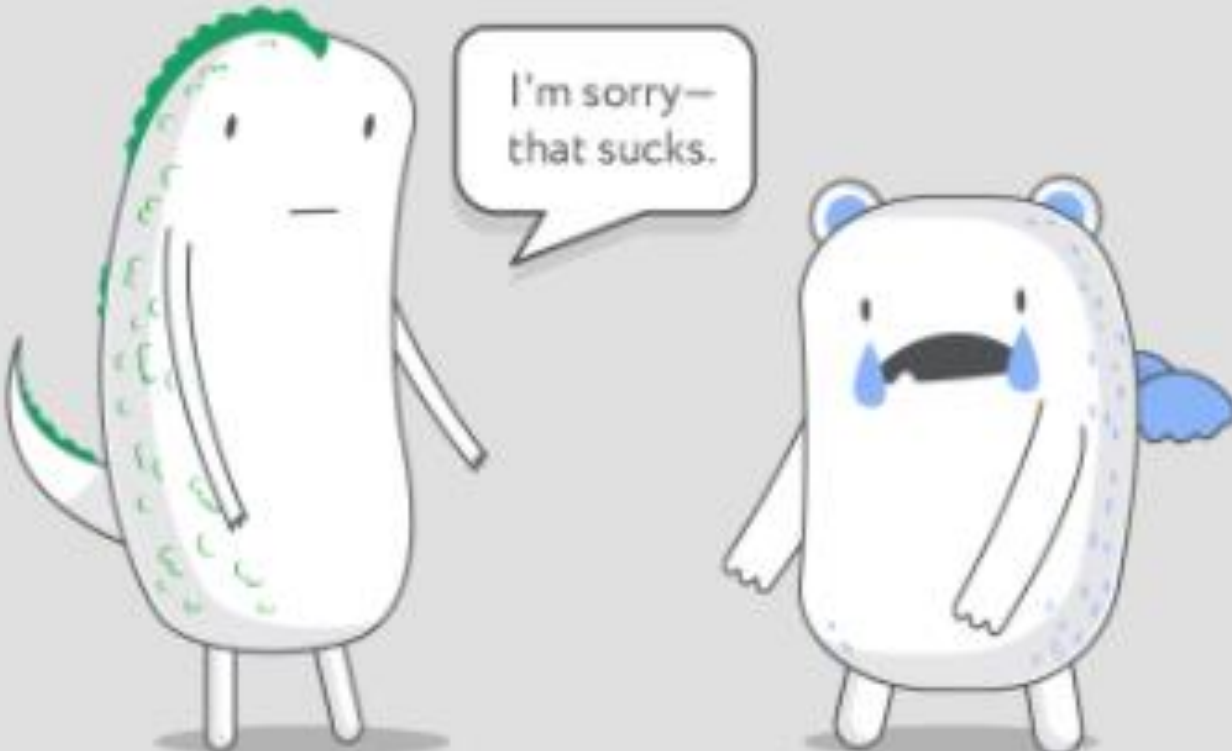
Empathy is the 'social awareness' element of Emotional Intelligence

Corporate empathy

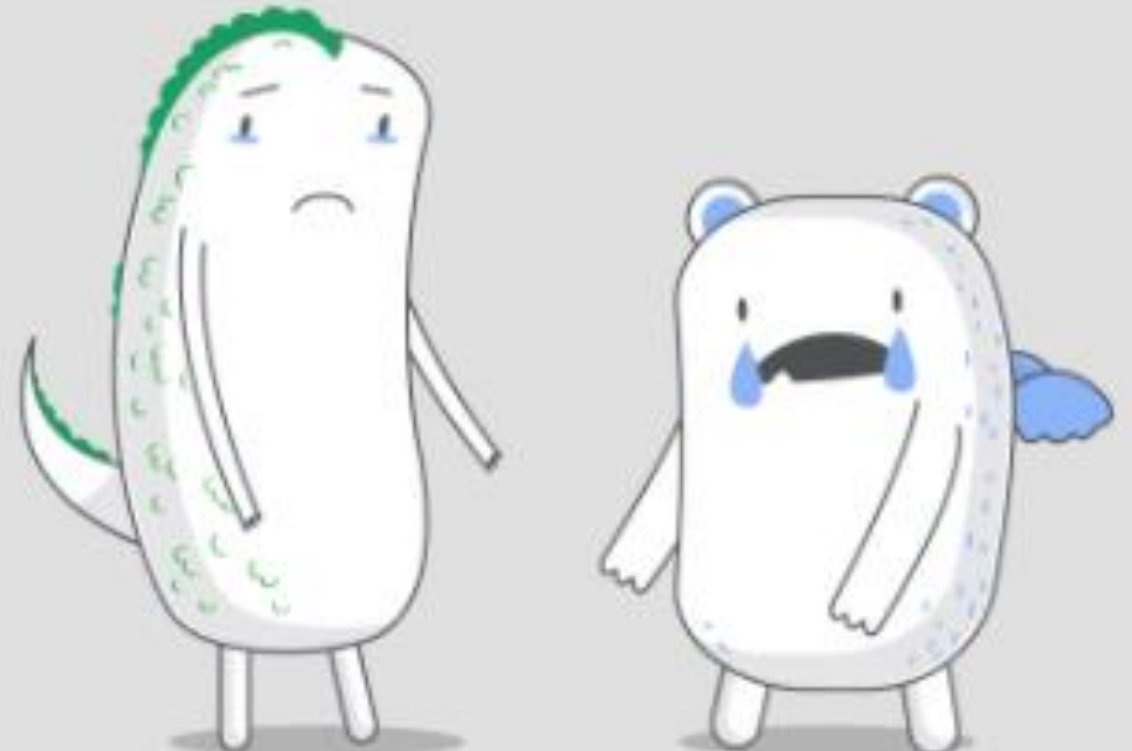
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Difference between empathy and sympathy

SYMPATHY



EMPATHY





- Cognitive empathy
- Emotional empathy
- Compassionate empathy
- Somatic empathy
- Spiritual empathy

Why is empathy important ?

- To fully support employees to perform at their best, we need to understand the challenges employees have, as well as their feelings and emotional state
- We need to confirm our thoughts about their perspective
- Showing you care matters – people need to feel valued and appreciated. This aids motivation, loyalty and retention.

Challenges to empathy

- Requires attention
- It takes time
- Your self-esteem gets in the way
- History between you that you carry as baggage

Activity

