

Who Needs Emotional Intelligence, Anyway?

Exercise

Pass out copies of the scenario below. Have the group read through it and then brainstorm how the manager (Peter) could have used more sophisticated emotional intelligence to handle his situation.

Follow up the brainstorming session by mentioning the following:

The single most important thing we can do to develop high EQ in an employee is to model it ourselves. Employees emulate what we do as managers. We set the tone, and they model our behavior, the good and the bad.

If we are having organizational problems (poor morale, high turnover, low productivity, and poor quality are warning signs!), look inward. When you accept responsibility for the problem, you have considerable control over its resolution. When we make improvements in our own EQ by concentrating on the six facets of self-awareness, self-confidence, self-control, empathy, motivation, and social competency, others will behave more competently.

Peter was in a hurry to catch a plane. He went flying into Becky's office, knowing she was out of the office for the afternoon. He dropped a pile of papers with a hastily scrawled post-it note saying "Friday" on her chair, where she could not miss them. He was sure she knew what corrections he needed on the spreadsheet for the Friday afternoon meeting with the executive team, a meeting he would make only if his flight was not late. He had written a few comments on the draft. When Becky returned later, she was shocked to see "Friday" on Peter's note, since she was under a deadline herself and was not aware of his Friday meeting. To make things worse, she was not able to decipher all his comments and was confused about a reference to something he wanted inserted. Peter was forever doing these things to her, so she decided to work on her own project and if there was time left, she would try to figure out what he wanted.