

The Need For Emotional Intelligence - An Overview

What The Data Says:

High-EQ Leaders Increase Revenue

[Research From David McClelland, Harvard University:](#)

- On average, High EQ leaders' divisions *outperformed* yearly revenue targets by 15 – 20%
- Low EQ executive divisions *underperformed* by an average of almost 20%

High-EQ Leaders Make Better Decisions

[Research From Jeremy Yip & Stephane Cote, Yale University:](#)

- High EQ reduces the effect of incidental anxiety on risk-taking and decision making

EQ Training Increases Sales

[S. Jennings & Benjamin R. Palmer](#)

- Sanofi EQ development of salesforce boosted annual performance by 12%

EQ Training Increases Productivity

[Harvard Business Review](#)

- 90% of Motorola manufacturing staff were more productive after EQ Training

[Pesuric & Byham, 1996](#)

- 50% decrease in lost-time accidents
- Grievances reduced from an average of 15 per year to 3 per year

High-EQ Managers Increase Retention

[Initiative One Study](#)

- Employees are 400% less likely to leave a job if they have a high EQ manager

Employees With A High-EQ Leader Are More Inspired & Less Burnt Out

[Marc Brackett, Yale Center for Emotional Intelligence](#)

- In a study with 15,000 American workers, those with a high EQ leader were 50% more inspired, experienced less frustration, anger, and burnout, and have significantly higher purpose and meaning in their work

EQ Improves Customer & Employee Satisfaction

[Four Seasons Commissioned Harvard Business Review Analytics Report](#)

- 64% of high-EQ companies report a high degree of empowerment and risk tolerance
- 37% of high-EQ organizations (vs. 8%) report stronger customer experience, loyalty (40% vs. 12%), and advocacy (31% vs. 8%)

Why EQ Matters:

Today's workforce requires emotionally intelligent leadership. With more gender and cultural diversity in the workplace than ever before, and multiple generations represented, [more employees are motivated by](#):

- Working for an organization whose mission is in line with a greater purpose
- A deep desire for growth and visible progression, and
- Flexible work/life balance

The pandemic amplified this, as we witnessed during the Great Resignation and the Great Reshuffle.

The loyal-for-the-long-term workforce that sucked it up when things got tough, worked hard long hours without complaint, and were happy just getting a paycheck every two weeks is a thing of the past.

So is the coercive, top-down leadership style typical of the 20th century manufacturing era. While there are a few instances where this type of leadership is effective (like during a turnaround or natural disaster), [research from Hay/McBer](#) found it's the least effective style of leadership; while **leadership styles in line with emotional intelligence result in better culture and financial results**.

Meanwhile, employee engagement remains low. [In 2021, Gallup found](#) that only 36% of US employees were engaged at work. This disengagement drastically reduces employee retention, productivity, and how efficiently a leader can implement new initiatives.

What's just as problematic, [a study by CPP Global](#) found that Americans spend an average of 2.8 hours per week dealing with conflict at work, with the primary cause of this workplace conflict being personality and ego clashes (in other words: human or relationship issues). The study also found that 76% of employees will go out of their way to avoid a colleague they have a disagreement with, adding to the waste of time and resources.

This relationship avoidance behavior is common. [Harvard Business Review](#) reported that 2/3 of managers are uncomfortable communicating with their employees. [A Vital Smarts study](#) found the 70% of people avoid difficult conversations with their boss, coworker, or direct report. Other studies point to similar results: Most managers avoid difficult conversations that are necessary to shift unproductive behavior and ensure high performance of their team.

Conflict management, employee engagement and retention, productivity, and a culture of meaning, belonging, psychological safety (or risk-taking) and innovation are all essential for success in today's marketplace. As the data in Appendix A shows, emotional intelligence enhances all of these leadership necessities. Because at the end of the day, no matter how technologically savvy our organizations are, we are human beings working with human beings. When our businesses can get relationships right with emotional intelligence, our growth and impact will soar.

The 4 Linear Pillars Of Emotional Intelligence:

EQ Pillar 1: Self-Awareness

The ability to accurately perceive your emotions and stay aware of them as they happen. This includes recognizing and staying conscious of patterns of thought and behavior to specific situations and people.

- Bringing awareness to any blind spots, unproductive communication patterns, and triggers

- Ensuring our self-perceptions are accurate and align with the way our colleagues see us
- Being able to observe ourselves and use information in the moment to choose our response
- Being aware of our strengths, weaknesses, and emotional patterns

EQ Pillar 2: Self-Management

The ability to use awareness of your emotions to stay flexible and positively direct your behavior. Self-management is critical for productivity, resilience, and balance.

- Taking responsibility for our actions and results
- Stress management and productivity habits for resilience and to lead with consistency
- Being emotionally balanced and stable, even when frustrated
- Making decisions that support long-term success and relationship building vs. short-term reward

EQ Pillar 3: Others Awareness

The ability to accurately pick up on emotions in other people and understand what is really going on. This includes empathy and understanding (even if you don't feel the same way), as well as organizational awareness.

- Understanding our impact on others
- Empathy and perspective - putting ourselves in others' shoes
- Listening; knowing when to speak and when to be silent
- Understanding what motivates others to better influence/communicate with them

EQ Pillar 4: Relationship Management

The ability to use awareness of your and others' emotions to manage interactions effectively. Clear communication, effective conflict management, and impactful leadership are the result.

- How to share and receive feedback, shift unproductive behavior, manage conflict, and have tough-love conversations
- Building and sustaining team rapport, motivation, and high-performance
- Inspirational, influential leadership, mentoring, and coaching

Why Trust Sara Mueller With Your Leadership Team:

"Sara has a breadth and depth of knowledge that few possess in the area of EQ. She takes complicated material and boils it down to easy to understand, actionable learning!"

~Pamela Radcliff, **Director of Human Resources**, Hideaway Beach Association

"Met every expectation and then some."

~LuAnn G. Giovannelli, **COO, General Manager**, Bay Colony Community Association

"EQ is the new standard in leadership. Sara is a true leader and makes the journey of this experience fun, vulnerable, and real."

~ P.J. Ferrari, **Clubhouse Manager**, Hideaway Beach Club

"This workshop has transformed the openness of our team in just a few hours. It is just the beginning of our organizational EQ journey with Sara."

~ Eben Moran, **VP of MLS Services**, Stellar MLS

Read more testimonials [HERE](#).

Learn more about Sara Mueller and Joy Discovered's services [HERE](#).