



Mind Cultivation

Emotional Intelligence - The Business Case

Why it matters, how to measure it, and what can
be done to strategically increase leadership
effectiveness in your organisation

August 2021

✉ rebecca@mindcultivation.com.au



What's the problem?

In today's world of rapid change, unprecedented challenges, new ways of working and increasing automation of tasks previously carried out by people, fundamental human capabilities are gaining importance. The COVID pandemic has added to this issue by confronting us with new questions:

- How do we do business now, and what does the future of work look like?
- How do we build and maintain our customers' trust and continue to engage our people?
- How do we remain agile and resilient in the face of continuous disruption?
- How do we deal with and reverse the trend of rising of mental health injuries in the workplace?
- How do we enhance our leadership team capability and continue to professionally develop staff across the board?

The competencies required to effectively address the above challenges include mature self-awareness and self-management skills, empathy and compassion, the ability to motivate, influence and inspire others, lead value-aligned negotiations, and build trusting relationships with people from different backgrounds and belief systems. These are core skills for everyone in the workforce but have become particularly critical for leaders.

What do emotions have to do with it?

Emotions are a powerful and intrinsic part of our human makeup.

The way we feel can either enhance or impair the decisions we make, the behaviour we display and the level of performance we are able to achieve. However, we often remain unaware or do not pay much attention to how we feel – and why. For example, our subconscious emotions can cause us to feel immediately comfortable around one person but always keep us on edge with someone else. The mood we are in can influence our buying decisions and spending behaviour; and certain situations, places or even words can trigger our brains to go into instant survival mode, launching the fight-or-flight reaction (our automatic physiological stress response to threats and danger in the environment).

The brain doesn't make a distinction between physical threats and those that are psychological in nature (e.g. a losing one's sense of control and security). In other words, receiving negative feedback or worrying about job security causes a very similar response as say, a lion chasing us in the desert. In both cases, the brain prioritises swift and powerful action over careful analysis and reflection.

This may be why we keep finding ourselves in situations where we "lose it" in front of our colleagues, clients or in other social interactions: our emotions take over (e.g. anger, frustration, fear) and we temporarily lose our ability to think calmly, rationally and in a solution-oriented way – often causing us to later regret what we said or did in emotionally charged situations. And even if we avoid an "emotional outbreak", we may not always be aware of how our inner experience can be negatively reflected in our behaviour towards others, e.g. when we come across as brash, unapproachable, impulsive or temperamental.

So what can we do? There is no way to just switch off emotions. And even if we could, this would not be a good idea. Emotions allow us to connect with others, motivate us to take action, and let us experience purpose and meaning. The human experience comes with emotions – this is what differentiates us from machines – but it doesn't mean we are without choice or agency in the face of strong feelings.





What if we could use emotions to enhance performance, make better decisions and enjoy better relationships at work?

In fact, there is a whole skillset that can empower us to work productively with emotions – both our own and those of others – instead of being a victim of uncontrollable emotional ups and downs, or trying to suppress or ignore the presence of feelings. This skillset, Emotional Intelligence (EI), is multi-faceted and complex, but it can be broken down into smaller elements and their respective underpinning behaviours, which can be observed, measured and learned. Together these skills enable us to recognise, understand, manage, and reason with emotions.

Emotional Intelligence skills are at the core of success in life. They underpin personal wellbeing and resilience, determine the quality of our relationships and workplace performance, and drive leadership effectiveness. Without them, people will struggle to manage themselves through high work demands, express themselves constructively, and navigate through difficult conversations.

According to [research](#) by global consulting firm CapGemini, EI will be a must-have skill in the future, with demand likely to rise sixfold within the next five years. This sentiment is also reflected in a Leadership [survey](#) conducted by the Australian Institute of Management (AIM) in 2019 which looked into the skills and personal behaviours successful leader need to demonstrate. Almost 40% of participants cited Emotional Intelligence which made it the second-most critical tool for leaders after effective communication (51%). One could argue that the two are actually related as it is hard to achieve without empathy for one's audience and an understanding of their needs.

The Genos International EI model



Over the last three decades, a number of models have emerged to describe and measure the individual elements of emotional intelligence. The framework developed by [Genos International](#) breaks EI down into the six core competencies:

- Self-Awareness** → Being aware of the way you feel, and the impact your feelings can have on decisions, behaviour, and performance.
- Awareness of others** → Perceiving, understanding, and acknowledging the way others feel.
- Authenticity** → Openly and effectively expressing yourself, honouring commitments, and encouraging this behaviour in others.
- Emotional reasoning** → Using the information in feelings (from yourself and others) when making decisions.
- Self-management** → Managing your own mood and emotions, time and behaviour, and continuously improving yourself.
- Inspiring performance (for leaders) / Positive influence (for individual contributors)** → Positively influencing the way others feel (or facilitating high performance in others) through problem solving, feedback, and recognition or support of others' work.

How it works

A significant benefit of the Genos EI assessment is that it uses feedback from people who are highly familiar with a person's behaviour and thus able to provide meaningful feedback: colleagues and peers, managers, key stakeholders and direct reports (if applicable). This allows for deep insight into how effective someone's workplace or leadership behaviours are in the eyes of those who matter. As the survey also includes self-assessment data, any misalignments between own experience and external perceptions becomes clearly visible and can be addressed in the next step.





A further unique feature of the Genos assessment is that it also asks raters how important a particular behaviour is to them. For the person receiving the feedback, this means that they can prioritise their results by looking at the gaps between stated importance and their level of demonstration of individual EI behaviours. This makes it easier to develop targeted and effective action plans that address the areas with the highest gaps.

Key features of the Genos assessment include:

- Interpretation of results is engaging and readily accessible with beautifully presented reports.
- Benchmarked, raw and gap scores for each competency and behaviour help employees quickly interpret and act on their results.
- Raters provide free text responses for each competency assessed. These are captured in the Feedback Report and provide rich context behind rater responses.
- The ‘traffic light’ methodology helps quickly identify gaps between how important and how well they demonstrate emotionally intelligent workplace behaviours.
- Housed in a modern, responsive, online survey system. Raters can complete on their phone, tablet, PC or Mac, anywhere, at any time. All it takes is about 15 minutes per person.

Options

You can choose between different report options to meet particular needs:

- Scope of report
 - 360° – ideal for workplace leaders. Rater categories can include direct reports, peers, key stakeholders, customers, manager and self.
 - 180° – ideal for individual contributors and professional without direct reports. Rater categories can include peers, key stakeholders, customers, manager and self.
- Terminology used
 - Workplace Behaviour reports - focusing on effective workplace behaviours including positive influence on others.
 - Leadership report - focusing on effective leadership behaviours including inspiring performance in others.

What you get

A free prep session (45 minutes) for all staff included in the assessments. Can be facilitated in-person or via webinar.

Each person receives

- their personal and confidential report with detailed results
- a 90 minute one-one professional coaching debrief session with an accredited facilitator (75 minutes for 180° feedback report) – in-person or via video chat/phone
- a Development Workbook with practical tips to increase their EI skills

Investment

Report type	Genos - assessment fee	Mind Cultivation - debrief and coaching fee	Total per person
360° feedback report	\$400 (RRP)	\$180	\$580
180° feedback report	\$300 (RRP)	\$150	\$450

Mind Cultivation currently charge no GST

