

DEI in the Workplace Certificate Course

University of South Florida Muma College of Business RESOURCES

Emotional Intelligence

Definition: Emotional Intelligence (EI) is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

Four quadrants of Emotional Intelligence:

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none">• Self-confidence• Awareness of your emotional state• Recognizing how your behavior impacts others• Paying attention to how others influence your emotional state	Self-Management <ul style="list-style-type: none">• Keeping disruptive emotions and impulses in check• Acting in congruence with your values• Handling change flexibly• Pursuing goals and opportunities despite obstacles and setbacks
Social Competence	Social Awareness <ul style="list-style-type: none">• Picking up on the mood in the room• Caring what others are going through• Hearing what the other person is “really” saying	Relationship Management <ul style="list-style-type: none">• Getting along well with others• Handling conflict effectively• Clearly expressing ideas/information• Using sensitivity to another person’s feeling (empathy) to manage interactions successfully

(Source: <https://positivepsychology.com/emotional-intelligence-frameworks/>)

Measuring your EI

Quick Assessment with Limited Results:

Mind Tools <https://www.mindtools.com/pages/article/ei-quiz.htm>

Institute for Health and Human Potential <https://www.ihhp.com/free-eq-quiz/>

Detailed Assessment with Limited Results (can buy full report): Psychology Today

<https://www.psychologytoday.com/au/tests/personality/emotional-intelligence-test>

Detailed Assessment Examples:

Dr. Daniel Goleman <https://golemani.com/>

(Recent Interview with Dan Goleman: <https://www.youtube.com/watch?v=9ADA5LcNzIE>)

Dr. Travis Bradberry <https://www.talentsmarteq.com/>

Developing your EI

- 1) **Self-reflection** – Take time to get to know yourself. Know your strengths and weaknesses. This can be done through a personal **SWOT analysis** or through soliciting feedback from peers. This can **uncover personal blind spots**. You can also use resources like <https://www.ceoaction.com/resources/education/quizzes/> or <https://opensource.com/open-organization/17/11/privilege-walk-exercise> to reflect on your own personal situation.
- 2) **Know what triggers emotions in you** - Consider what are you responding to when you become sad, angry, or frustrated. **Pay attention to vocabulary** - know the words that incite emotions in you and those you use that may negatively impact others.
- 3) **Empathize with people** – Be willing to see things from a different perspective. This requires getting to know others, practicing **active listening**, and asking open questions to gather information. You can also pay attention to non-verbal communication to find out more about how someone is truly reacting to a situation. Remember the mall design example. There is a difference between telling your project manager to make the building accessible and having a member of the team actually experience moving through the mall in a wheelchair. You cannot fully know their experience, but you can try to perceive the situation from their perspective.

You can also practice your ability to recognize feelings in others: <https://andamaninspirations.com/2017/08/10/are-you-fluent-in-feelings/>

Short-Story Exercise to practice Empathy: Write a fictional short story (1-3 paragraphs) about your organization in which a member of a disenfranchised and/or oppressed community is treated well and is grateful for the respect, equality, etc. Can you see that happening? What can you do to make that happen? Then write a similar short story but from a negative perspective, e.g. where the individual is blatantly slighted. Could that happen in your organization? How would you feel if you were the employee? What can you do to eliminate such possibilities in your organization?

- 4) **Own your emotions** – Take responsibility to recognize and own the emotional reactions that you have when you are interacting with other people. For example, anger and fear can impede constructive communication. How can you acknowledge fear or anger in yourself before they become destructive to you?
- 5) **Practice Mindfulness** – Being mindful can help you become more self-aware and help reduce stress and maintain a more positive attitude. For tips on how to practice mindfulness: <https://www.mindful.org/how-to-practice-mindfulness/>

Video Tools on Emotional Intelligence

Strategies to become more emotional intelligent – Daniel Goleman

<https://www.youtube.com/watch?v=pt74vK9pgIA>

Developing Emotional Intelligence

<https://www.youtube.com/watch?v=n9h8fG1DKhA&t=7s>

Kerr, S. (1975). On the folly of rewarding A, while hoping for B. *Academy of Management journal*, 18(4), 769-783.

If we consider the implementation of an effective Diversity, Equity, and Inclusion program as a change process, you need to ensure that you set up proper reward systems to ensure you are reinforcing the change. As noted in Jodi-Ann Burey's Ted talk, you do not want to ask for one thing but then reward something else. In Kerr's article, it is discussed that organizations tend to do this, they ask for one thing, but then reward another. To be an effective leader, you need to ensure you align what you ask for with what you are rewarding.

References (from the Presentation)

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Huy, Q. N. (1999). Emotional capability, emotional intelligence, and radical change. *Academy of Management review*, 24(2), 325-345.

Kaufmann, L., & Wagner, C. M. (2017). Affective diversity and emotional intelligence in cross-functional sourcing teams. *Journal of Purchasing and Supply Management*, 23(1), 5-16.

Kerr, S. (1975). On the folly of rewarding A, while hoping for B. *Academy of Management journal*, 18(4), 769-783.

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Thomas, E. F., McGarty, C., & Mavor, K. I. (2009). Transforming “apathy into movement”: The role of prosocial emotions in motivating action for social change. *Personality and Social Psychology Review*, 13(4), 310-333.

Wittmer, J. L., & Hopkins, M. M. (2018). Exploring the relationship between diversity intelligence, emotional intelligence, and executive coaching to enhance leader development practices. *Advances in Developing Human Resources*, 20(3), 285-298.

General Resources

1. “5 Ways to Lead with Emotional Intelligence.”
 - Author: Caroline Castrillon
 - Published: January 10, 2021
 - Retrieved from: <https://www.forbes.com/sites/carolinecastrillon/2021/01/10/5-ways-to-lead-with-emotional-intelligence/?sh=45fce5f7232e>
 - Concept: This article goes over five concepts that are necessary to employ emotional intelligence at work. Not only does it state ways to employ emotional intelligence and the benefit from doing so, but it also states the consequences of failing to implement achieve each of the five methods.
2. “Emotional Intelligence Can Protect Your Workforce and Grow Your Organization.”
 - Author: Bruce Tulgan
 - Published: January 8, 2021

- Retrieved from: <https://www.forbes.com/sites/brucetulgan/2021/01/08/emotional-intelligence-can-protect-your-workforce-and-grow-your-organization/?sh=64a22b2960bb>
 - Concept: This article explores the idea of employing emotional intelligence at the workplace. Paul Scharfman, President of Specialty Cheese Company, Inc., discusses how emotional intelligence can be used to create a strong work environment.
3. "Using Empathy and Emotional Intelligence to Navigate Workplace Conflict in the Covid-19 Era."
- Author: Garen Staglin
 - Published: December 15, 2020
 - Retrieved from: <https://www.forbes.com/sites/onemind/2020/12/15/using-empathy-and-emotional-intelligence-to-navigate-workplace-conflict-in-the-covid-19-era/?sh=7247e54e62d5>
 - Concept: The article states that based on the recent events created by the Covid-19 pandemic, many people find themselves being overly anxious and stressed out which results in them being emotionally unbalanced. This can create a negative work environment. It then states three different ways in which employees can ease this situation.
4. "Want to Build a Superteam? Invest in Emotional Intelligence"
- Author: Sean Harper
 - Published: January 15, 2020
 - Retrieved from: <https://www.forbes.com/sites/theyec/2021/01/15/want-to-build-a-superteam-invest-in-emotional-intelligence/?sh=7537fd775fd3>
 - Concept: The article emphasizes the important role employees have in the success of a business. Based on this, it states how useful it is for businesses to invest on emotional intelligence. Moreover, it goes over five steps and recommendations to enforce emotional intelligence at the workplace.
5. "Diversity and Inclusion" 8 best practices for changing your culture"
- Author: Sharon Florentine
 - Published: February 14th, 2019
 - Retrieved from: <https://www.cio.com/article/3262704/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html>
 - Concept: Provides best practices from industry on how to improve diversity and inclusion in your workplace.