Emotional Intelligence For Employee Engagement

AGENDA

- WHAT IS EMPLOYEE ENGAGEMENT & CURRENT APPROACHES
- IMPACT OF EMOTIONS - EVOLUTION OF EI & KEY FACTORS
- ENGAGED EMPLOYEES - THE QUALITIES & CHARACTERISTICS
- THE EQ-i 2.0 MODEL - CONNECTION TO ENGAGEMENT
- CONNECTING EI SKILLS TO INTRINSIC ELEMENTS OF ENGAGEMENT
- CULTIVATING ENGAGEMENT GROWTH WITH EI DEVELOPMENT PLAN
**What is Employee Engagement**

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is **fully absorbed by and enthusiastic** about their work and so takes positive action to further the organization’s reputation and interests. Wikipedia - Employee Engagement

Employee engagement is the **emotional commitment** the employee has to the organization and its goals. Forbes Magazine – What is Employee Engagement - Kevin Kruse

Engaged employees are defined as those who are “mentally and **emotionally invested** in their work and in contributing to their employer’s success.” ASTD Research - Learning's Role in Employee Engagement

Engaged employees go the extra mile to deliver. Their **enthusiasm** rubs off on other employees and on customers. They provide better experiences for customers, **approach the job with energy**—which enhances productivity—and come up with creative product, process and service improvements. Bain & Company – The Chemistry of Enthusiasm

**Satisfaction vs Engagement**

**Employee Satisfaction:**
A measurement of an employee’s “happiness” with current job and conditions; it does not measure how much effort the employee is willing to expend

**Employee Engagement:**
A measurement of an employee’s **emotional commitment** to an organization; it takes into account the amount of **discretionary effort** an employee expends on behalf of the organization

ADP White Paper
Measuring Satisfaction & Engagement

Are you measuring employee satisfaction, engagement, or both?

A. We measure both satisfaction and engagement
B. We measure satisfaction
C. We measure engagement
D. We do not measure either

Approaches to Employee Engagement

External Programs
- Flex Hours
- Compensation
- Benefits
- Rewards
- Games
- Food/Perks
- Recognition
- Leader Training

"Intrinsic motivation occurs when we act without any obvious external rewards. We simply enjoy an activity or see it as an opportunity to explore, learn, and actualize our potentials." (Coon & Mitterer, 2010)
The impact of emotions

How do we show up to the world?

Evolution of Emotional Intelligence

1920s
Emotional Intelligence – “Social Intelligence”, (Ability to get along with others)
Edward Thordike, American Psychologist, President, APA in 1912
B.S. Wesleyan University, M.A. Harvard University

1983
Published, Frames of Mind: The Theory of Multiple Intelligences
Howard Gardner, American Developmental Psychologist, & Professor at Harvard
University, PhD Social and Developmental Psychology

Early 1980s to 1990s
Research and work on developing and testing scientific measures of EI.
Reuven Bar-On EQ-i & Multi Health Systems
Mayer, Salovey, Caruso - MSCEIT

1995 - Daniel Goleman’s book Emotional Intelligence: Why It Can Matter More Than IQ-
ESCI
Our IQ provides us valuable information and our EQ (emotional intelligence) allows us to make the most of this information by effective engagement with others.

Emotional Intelligence is not about becoming more emotional but having an acute understanding of ourselves so our emotions contribute to our success.

Good news! Unlike our IQ or personality, which are relatively static, our emotional intelligence can be developed. It is not a single entity but a combination of 15 different skills.
Qualities & Characteristics of Engaged Employees

• Willing to Sacrifice/Selfless
• Dedication/Committed
• Initiative
• Positive Attitude
• Openness, Learner/Adapts
• Assertiveness/Mission
• Good listener
• Supports the Vision
• Confidence
• Self Directed

• Passionate
• Team Player
• Bold, Risk Taking, Courageous
• Resilient
• Disciplined, Hard Working
• Collaborative, Unifying
• Reliable
• Caring
• Volunteers/Socially Responsible
• Shows up early
• Proactive
• Energizing

These Qualities & Characteristics all have their foundation in......
Does your company/organization use emotional intelligence assessment and training?

A. We use emotional intelligence assessments and training

B. We do not use emotional intelligence assessments but we use emotional intelligence training

C. We do not use emotional intelligence assessments or training
Connecting Emotional Intelligence to Employee Engagement

EI → Employee Engagement

The Power of Emotional Engagement
What people said….

I FEEL VALUED

My company has a plan for me

I believe in our vision

I like the challenge

It’s like a family here

I am heard

My team depends on me

“I’m making a difference”

This is where I belong

We love what we do

I’ve got a lot of freedom

I make an impact every day

I’m part of a great team

We are doing some great things here

My company invests in my development
“Why We Do What We Do” - Edward Deci
Autonomy, Competence, Connection to Organization & People

“Drive” – Daniel Pink
Autonomy, Mastery, Purpose

“Employee Engagement 2.0” - Kevin Kruse
Growth, Recognition, Trust

“Intrinsic motivation occurs when we act without any obvious external rewards. We simply enjoy an activity or see it as an opportunity to explore, learn, and actualize our potentials.”
(Coon & Mitterer, 2010)

2012 SHRM Executive Summary - Employees Are Focused on Meeting Goals and Using Their Skills at Work

Top Aspects Contributing to Employee Engagement in 2012

- 83% of employees reported that they are determined to accomplish their work goals and confident they can meet their goals.

- 79% of employees reported satisfaction with their relationship with their coworkers.

- 75% of employees were satisfied with opportunities to use their skills and abilities at work.

- 72% of employees were satisfied with how their work contributed to their organization’s business goals.

- 71% of employees reported that they frequently felt that they were putting all their effort into their work and that they were satisfied with their relationship with their immediate supervisor.
Emotional Intelligence and Employee Engagement

Intrinsic Drivers of Engagement

- **Autonomy**: A degree or level of freedom and discretion allowed to an employee over his or her job. [Businessdictionary.com](http://www.businessdictionary.com)

- **Competence**: A cluster of related abilities, commitments, knowledge, and skills that enable a person to act effectively in a position. [Businessdictionary.com](http://www.businessdictionary.com)

- **Purpose**: A personal connection to the overall vision and mission of the organization that creates inspiration to exceed goals.

- **Relationships**: A sense of belonging or “Esprit De Corps” which is feelings of loyalty, enthusiasm, and devotion to a group among people who are members of the group. [Merriam-Webster.com](http://www.merriam-webster.com)
**Autonomy:** A degree or level of freedom and discretion allowed to an employee over his or her job. [Businessdictionary.com](http://www.businessdictionary.com)

- Independence
- Assertiveness

**Costs (Scores <90):**
- Requires direction
- More follower than leader
- Emotionally dependent
- Resistance to responsibility

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**Competence:** A cluster of related abilities, commitments, knowledge, and skills that enable a person to act effectively in a position. [Businessdictionary.com](http://www.businessdictionary.com)

- Self Regard
- Problem Solving

**Costs (Scores <90):**
- Uncertain of abilities
- Lower Self Confidence
- Lacks Motivation
- Overwhelmed/Anxious
- Easily Distracted
**Purpose:** A personal connection to the overall vision and mission of the organization that creates inspiration to exceed goals.

**Self Actualization**
**Social Responsibility**

**Costs (Scores < 90)**
- Sets Lower goals
- May Not Leverage Strengths
- Unsure of Connection to Big Picture
- Low Collaboration
- Lack of Team Player Attitude

**Relationships:** A sense of belonging or “Esprit De Corps” which is feelings of loyalty, enthusiasm, and devotion to a group among people who are members of the group. 

**Interpersonal Relationships**
**Empathy**

**Costs (Scores < 90)**
- Transactional
- Difficult in Building Trust
- Insensitive
- Challenged with Communication
- Distant
The ROI of Emotional Intelligence

Organizations that use EI assessments are 16% more likely to report revenue growth

Percentage of respondents reporting revenue growth in 2012
Cultivate Growth with training in EI skills that support greater engagement – Key Factors

1. Relevance & Benefit
2. Repetition & Accountability
3. Time
4. Our EQ is dynamic/ Professional Development

Cultivate Growth with training in the EI skills that support increased engagement – Action Plan

**Action Plan:**

**Goal** - Increase more open communication, collaboration, and trust with my team by developing stronger interpersonal relationships

**Time Opportunity / Time Frame** - Every week in my group and individual meetings over the next 6 months.

**EI Skills In Action** - What can you do? What does it look like in real life?

**Measure of Success** - Increase in individual & team morale, greater buy in to action plans, fewer meetings, less conflict, greater trust and understanding, overall increase in individual engagement and team performance

**Support and Resources** - Commitment from all involved, Accountability /Coaching Partner, Additional Information (THE EQ EDGE, Assessments)

**Potential Barriers** - Time, Distance, Language, Culture, History

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Take A Ways: Emotional Intelligence for Employee Engagement

✓ Most Qualities & Characteristics of Engaged Employees have their foundation in Emotional Intelligence.

✓ Employee Engagement can be enhanced with specific skills of EI.

✓ Emotional Intelligence skills are dynamic and cultivating their growth with an Action Plan can result in greater Employee Engagement.

Emotional Intelligence Certification

"Leadership Call, LLC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CPSM or SHRM-SCPSM. This program is valid for 19.5 PDC's.

Program approved for 21.5 recertification credit hours. The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.
Thank you!

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