

Ultimate
SOFTWARE

EMOTIONAL INTELLIGENCE



**YOUR GOLDEN TICKET
TO LEADERSHIP SUCCESS**



Imagine the scenario:

You have a new concept you'd like to present to your colleagues, but it still needs a bit of work. So, you set up a brainstorming meeting with all of your direct reports. Everything is going great, but you notice that one of your newest team members—who stood out in their interview because of their innovative ideas—isn't speaking up. You begin to wonder if you misjudged them, and start to feel as if inviting them to the meeting was a mistake. What do you do?

- 
- A** Call attention to your employee's silence during the meeting to give them an opportunity to speak up.
 - B** Pull them aside after the meeting to find out why they were so quiet.
 - C** Assume they were having an off day and give them the benefit of the doubt.

Choose carefully. How you respond says a lot about your emotional intelligence as a leader. We'll revisit this scenario at the end of the paper. Your answer might change after reading up on emotional intelligence in leadership.

WHAT IS EMOTIONAL INTELLIGENCE (EI)?

As the world has become a more socially connected space, the concept of emotional intelligence has increased in popularity. What was once a sought-after skill of psychologists and politicians alike is now being praised for its applications in corporate leadership as well. But like most concepts that make their way into the business world, many have been left pondering exactly what it means and why it's become so important for everyone to have it—until now.

It's common to assume that emotional intelligence is synonymous with empathy, but empathy touches on just one aspect of emotional intelligence. Empathy is a function of EI's **introspective element**—our ability to acknowledge, understand, and manage *our own* emotions. Its **extrospective element**, on the other hand, covers our ability to acknowledge, understand, and influence the emotions of *others*. Keeping the introspective and extrospective aspects in mind will be crucial when applying emotional intelligence to your leadership practices.

THE 5 COMPONENTS OF EI

Like any learned skill, there must be some guidelines by which we can measure our success. The following five components of emotional intelligence are specific to leaders and managers. The sum of a manager's emotional quotient (EQ) is determined by how they perform in these five arenas.¹ As you read through the list, try and identify any areas in which you excel, as well as areas for improvement.

SELF-PERCEPTION

Your introspective journey into emotional intelligence starts here, with who you are at your core—or at least, who you think you are as a manager.

Self-perception also includes the skill of self-awareness, or how in-tune you are with your true feelings and emotions.

ASK YOURSELF

Am I aware of my emotions?

Am I happy with myself?

SELF-EXPRESSION

Making a clear and deliberate choice of how you express yourself to your team (and the world) is key to EI. This includes verbal and non-verbal expression as well.

What you say, how you say it, and how you carry yourself all speak to your individual brand of self-expression.

ASK YOURSELF

Am I being my authentic self?

How do I present myself to my team?

INTERPERSONAL SKILLS

Your ability to accurately perceive and influence the emotions of others contributes a great deal to your EQ. This is where empathy lives.

The focus here is on how well you can pick up on others' emotional context clues, and communicate with them in a suitable manner.

ASK YOURSELF

How well do I connect with others?

How do others perceive me?

DECISION-MAKING

When making tough choices, it's often easy to let our decisions be swayed by our current emotions. Positive and negative emotions each have the opportunity to influence our rationale.

Emotionally intelligent people don't ignore their emotions when making decisions, but rather acknowledge the impact of emotions and reevaluate based upon them.

ASK YOURSELF

To what extent do my emotions guide my actions?

How do I respond to stimuli?

STRESS MANAGEMENT

Stress and leadership are seemingly two sides of the same coin, but effectively handling your stress is what separates extraordinary leadership from the ordinary.

A lack of stress management can often lead to irrational thoughts. This is often the difference between a reactive leader, and a proactive leader.

ASK YOURSELF

What is my capacity for stress?

What happens when I reach my limits?

THE ESSENTIAL SOFT SKILL OF GREAT LEADERS

THE DIFFERENCE BETWEEN GOOD & GREAT

Emotional intelligence, like most other non-technical talents, is a collection of soft skills that tends to be under-prioritized in comparison to their more traditionally valued counterparts, like IQ and specialized skills. But this emphasis needs to change. To put it another way: Daniel Goleman, the Rutgers psychologist credited with popularizing the term “emotional intelligence” in the late 90s, states, “It’s not that IQ and technical skills are irrelevant. They do matter, but... they are the entry-level requirements for executive positions.”¹

THE ROI ON EI

While the benefits of being an emotionally intelligent manager may not be as tangible or as quantifiable as the technical skills needed to perform most daily functions, the soft skill of EI is imperative to successful leadership. In fact, the World Economic Forum’s Future of Jobs Report states that social skills, including EI, will comprise more than a third of the desired core skill sets of most occupations.

If you can effectively lead the members of your team or organization, the potential for success is nearly limitless. Below are just a few examples of how much can be gained by applying emotional intelligence as a core leadership competency:

FINANCIAL SUCCESS

In a study conducted by the Carnegie Institute of Technology, researchers found that only 15% of our financial success was due to our technical abilities. Our ability to communicate, negotiate, and lead accounted for the remaining 85%.² In fact, another study showed that professionals with a high degree of emotional intelligence earned roughly \$29,000 more each year than their less emotionally intelligent counterparts.³

INNOVATION BOOST

At the core of organizational innovation lies one common denominator—collaboration. The ability to facilitate teamwork within your own team and across departments is an essential skill in keeping your organization at the cutting edge, and your success in doing so will rely heavily on your EQ. Leveraging your interpersonal skills to bring people, and their ideas, together will be sure to establish you as a successful leader within your organization.

TALENT RETENTION

The fact remains that most employees leave managers—not organizations. A major contributor to this truth is the absence of trust that exists within some manager-employee relationships—but not for lack of trying. In fact, 75% of managers say they care deeply about the wellbeing of their direct reports, but 47% of employees do not think this is true.⁴ Cultivating your emotional intelligence can help close this gap in perceptions.

EFFECTIVE COMMUNICATION

As a leader, a major part of your job will be communication. Whether it is to your direct reports, your team, your boss, or even the C-suite, communication is a facet of leadership that is rarely escaped. Leaders with a high degree of emotional intelligence are able to successfully relay information and thoughts across each of these various groups, tailoring their message to fit the audience at hand.

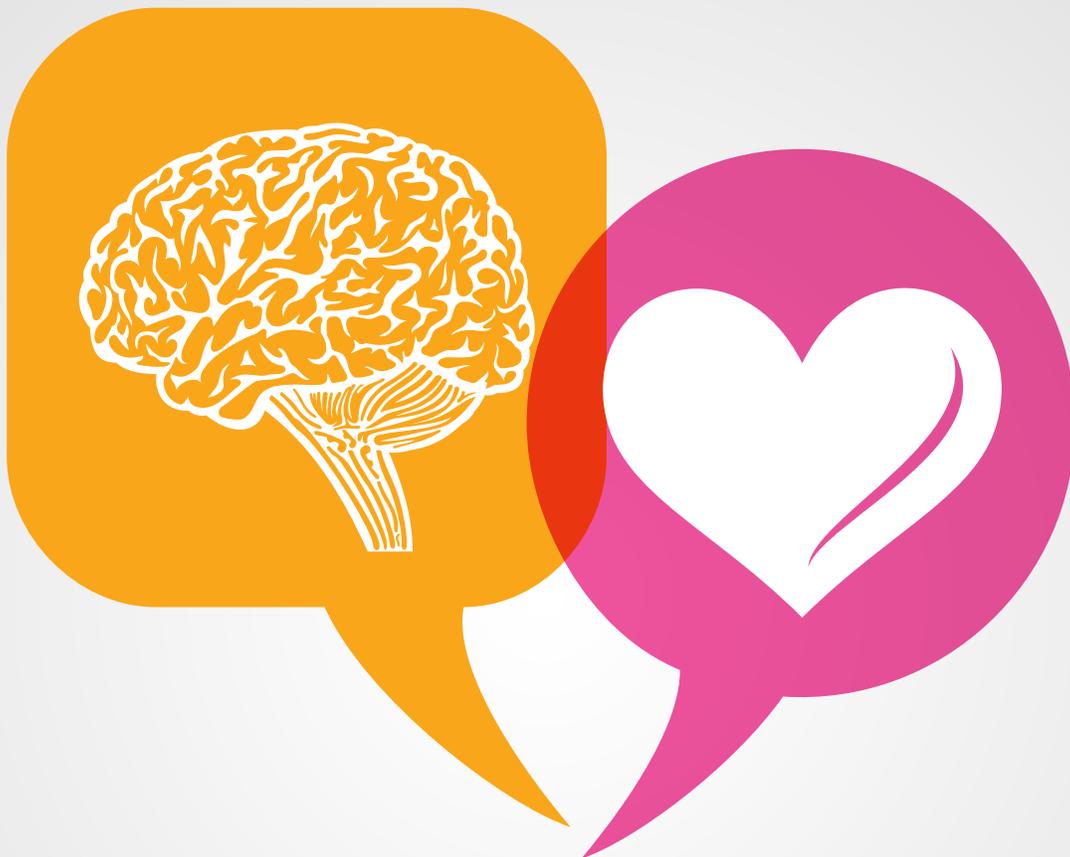
In contrast, managers who fail to incorporate emotional intelligence into their leadership styles risk becoming a liability to their organization's innovation and overall success—effectively limiting their capacity for professional growth.

WHERE EI AND AI INTERSECT

Although emotional intelligence is a core people skill, new technology has made it possible to boost your EI through artificial intelligence. For instance, when managers receive the results of an employee engagement survey, they are often left to their own devices to interpret the underlying feelings their employees are trying to convey—a difficult task to perform without bias when including open-ended text responses.

Today's human capital management (HCM) solutions are being bolstered by new technology including natural language processing (NLP), which makes it possible to analyze the sentiment behind responses to open-ended questions—giving managers a head start on applying their own emotional intelligence. This new technology augments managers' EQ by reading the emotions of their employees for them (and often much more accurately).

In the modern age, successful leaders are taking advantage of technology that supports their own emotional intelligence—allowing them to make more informed and more effective decisions.



Now that you have a firm understanding of how emotional intelligence plays out in the workplace, let's revisit the scenario posed at the beginning of this paper:

Your team is gathered together for a brainstorming meeting, but you notice one of your new hires—typically great at conceptualizing new ideas—isn't participating. What do you do?

- 
- A Call attention to your employee's silence during the meeting to give them an opportunity to speak up.
 - B Pull them aside after the meeting to find out why they were so quiet.
 - C Assume they were having an off day and give them the benefit of the doubt.

Has your response changed? The correct response is:

- B Pull them aside after the meeting to find out why they were so quiet.

Remember, leadership is fundamentally a people skill at its core. Proficiency at any given technical skill (programming, accounting, etc.) does not necessarily equate to successful leadership. A truly great leader is able to maximize the potential of their employees—and that requires an entirely different set of skills.



INJECT EVEN MORE EMOTIONAL INTELLIGENCE INTO YOUR LEADERSHIP style with ULTI**PRO** PERCEPTION®—the smarter employee survey solution that utilizes advanced AI technology to improve the employee experience. See firsthand how UltiPro Perception enables leaders to engage, retain, and motivate employees by understanding what they care about most.

[Click here to access a 3-minute tour.](#)

References:

1. <https://tap.mhs.com/EQI20TheScience.aspx>
2. <https://hbr.org/2015/04/how-emotional-intelligence-became-a-key-leadership-skill>
3. http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_Jobs.pdf
4. <https://www.fastcompany.com/3047455/why-emotionally-intelligent-people-are-more-successful>
5. <https://www.inc.com/travis-bradberry/why-you-need-emotional-intelligence-to-succeed.html>
6. 2018, Managers and Employees: Exploring the Great Divide, Ultimate Software and The Center for Generational Kinetics



© 2018 Ultimate Software Group, Inc. All rights reserved.

The information contained in this document is proprietary and confidential to The Ultimate Software Group, Inc.

No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying and recording, for any purpose without the express written permission of The Ultimate Software Group, Inc. No part of this document may be extracted and/or used out of the context of the full published document for any reason.

This document is for informational purposes only and is subject to change without notice. Ultimate Software makes no warranties, express or implied, with respect to this document or any statements contained therein and specifically disclaims any warranties including but not limited to those for a particular purpose.

This document contains or may contain statements of future direction concerning possible functionality for Ultimate Software's products and technology. Ultimate Software disclaims any express or implied commitment to deliver functionality or software unless or until actual shipment of the functionality or software occurs. UltiPro is a registered trademark of The Ultimate Software Group, Inc. All other trademarks referenced are the property of their respective owners.