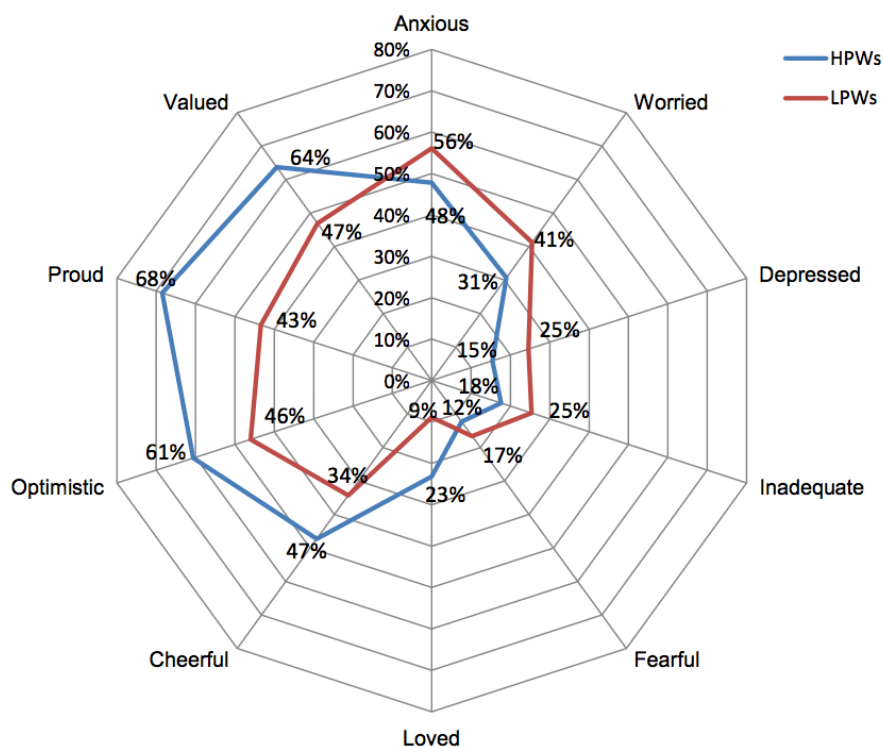


THE BUSINESS CASE FOR EMOTIONAL INTELLIGENCE

Leadership is fundamentally about facilitating high performance. Getting others to do things effectively and efficiently. There is a direct link between the way people feel and the way people perform at work. As such leaders need to be well equipped at facilitating emotions that drive high performance and minimising those that diminish it, like those that define high and low performing workplaces as shown below.

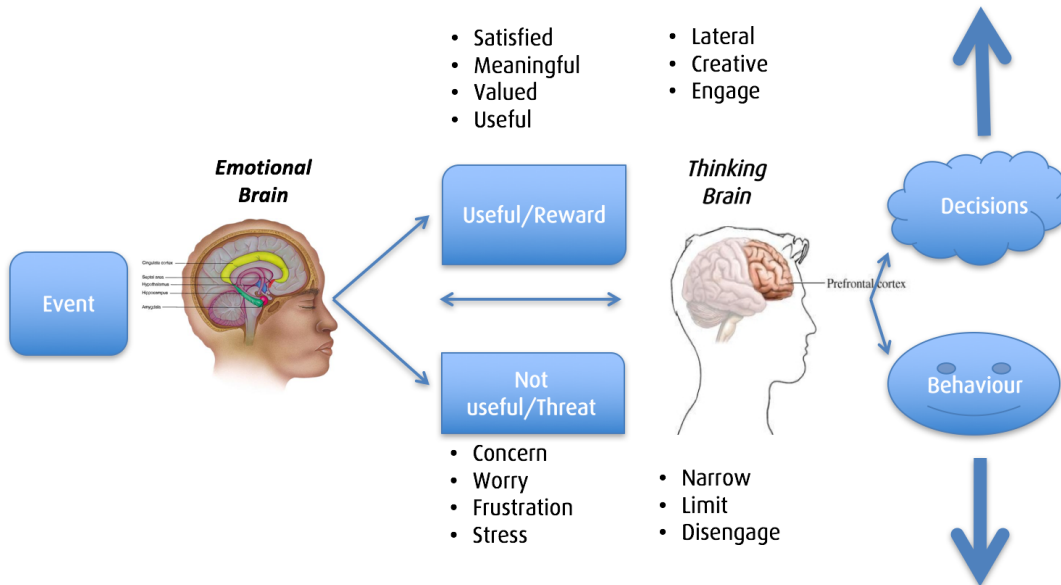


Reference: HPWs = High Performing Workplaces; LPWs = Low Performing Workplaces
 Boedker, C. et al. (2011). Leadership, culture and management practices of high performing workplaces in Australia: The high-performance workplace index.

Self-Awareness, Awareness of others, being Authentic and Trustworthy, being Resilient and being able to influence others emotions are all fundamental to doing the functions of leadership well. Building emotional intelligence capability in leaders greatly enhances the outcomes of programs on the functions of leadership. For example, programs on Performance Management, Project Execution, Business Process Improvement, Strategy Execution, Leader as Coach, Negotiation Presentation etc.

BUILDING A MORE POSITIVE WORKPLACE

So how do we make effective use of, and responses to emotions, and improve thinking, behaviour and performance on that basis?



Recent insights gleaned from social neuroscience (the study of the biological mechanisms of the brain involved in the way humans relate to each other), has shown us that there are five categories of events that can activate either positive or negative emotions in our interactions with others. By knowing these five categories we can:

1. Enhance the understanding and appreciation of both our own, and others' feelings, and further recognise how these feelings influence thoughts and behaviour
2. Intelligently demonstrate behaviours associated with the five categories to help us facilitate more positive emotional experiences within the workplace

These five categories were recently conceptualised by author David Rock as a model to help people collaborate with, and influence others. The five categories of Rock's model make up a mnemonic ('SCARF') as described on the following pages.

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SCARF: 5 CAUSES OF NEGATIVE EMOTIONS

Factor	Example causes of negative emotions
<p>Status – how important we are made to feel</p>	<ul style="list-style-type: none"> • Suggestions from someone that you could improve in specific areas • Someone diminishing your thoughts or ideas • People ‘going over the top of you’ to get things they need or want
<p>Certainty – our capacity to predict the future</p>	<ul style="list-style-type: none"> • People not telling the truth or acting incongruously • Colleagues who do not keep promises, miss deadlines or fail to do what they said they would • Unknown expectations, responsibilities, or a lack of feedback on the quality of work
<p>Autonomy – a sense of control or choice</p>	<ul style="list-style-type: none"> • Being micromanaged and given little choice in how to complete your work • Not being consulted on decisions that affect your work • Inflexible work practices (e.g., not being able to set up your own desk, take leave when you need to or organise your workflow)
<p>Relatedness – how we relate to each other</p>	<ul style="list-style-type: none"> • Different employee types (e.g., contractor – permanent) • Silo culture and mentality • Colleagues who are guarded about their thoughts and feelings
<p>Fairness – fair exchanges between people</p>	<ul style="list-style-type: none"> • Different sets of rules seemingly apply for different people • Different people doing very similar work being paid different amounts • Inequalities such as a higher percentage of men being promoted to senior positions

SCARF: 5 CAUSES OF POSITIVE EMOTIONS

Factor	Example causes of positive emotions
<p>Status – how important we are made to feel</p>	<ul style="list-style-type: none"> • Stating mutual needs and acknowledging the importance of the relationship • Seeking to understand the other parties point of view and reflecting that understanding • Drawing on others’ thoughts and ideas
<p>Certainty – our capacity to predict the future</p>	<ul style="list-style-type: none"> • Being consistent in what you say and do • Clearly defining expectations, responsibilities, milestones for actions • Continually communicating on progress and keeping promises
<p>Autonomy – a sense of control or choice</p>	<ul style="list-style-type: none"> • Conceptualising different courses of action that the different parties could take to resolve conflict • Generally being consultative and exploratory • Being flexible and open to others’ ideas
<p>Relatedness – how we relate to each other</p>	<ul style="list-style-type: none"> • Being authentic • Establishing shared needs or goals • Building rapport and common ground
<p>Fairness – fair exchanges between people</p>	<ul style="list-style-type: none"> • Establishing win-win outcomes • Taking appropriate ownership and responsibility for issues • Ensuring both parties are happy with negotiated outcomes

APPLICATION DISCUSSION: OWN/MODEL

What could we do around this model to help facilitate more positive emotional experiences amongst our staff?

Factor

Stop

Start/do more of

Status – how important we are made to feel

Certainty – our capacity to predict the future

Autonomy – a sense of control or choice

Relatedness – how we relate to each other

Fairness – fair exchanges between people