



Unlock the Power of EQ

Emotional Intelligence in
Psychological Safety at Work

“A leader’s intelligence has to have
a strong emotional component”

Jack Welch



**Let's talk
about Mike**

75% of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust.”

The Center for Creative Leadership

Traditional Perspectives on Leadership

Effective leaders use authority to **control** employees, give orders, enforce **compliance**—or use charismatic personalities to **manipulate** others into conforming

(Newman, 2007)

IQ and technical skills are important but are threshold capabilities. They represent **entry level capabilities** for senior leadership

(Goleman, 2015)

What got you here **won't get you there**

(Goldsmith, 2007)

Different Perspectives on Leadership



Research in psychology and leadership indicate **emotional and social competencies** underpinning effective leadership
(Newman, 2007)



A new psychology of leadership suggests that leaders with a certain set of emotional and social skills are **most effective at influencing followers**
(Newman, 2007)



EQ is the **best long-term predictor** of leadership and organizational success
(Conners, 2020)

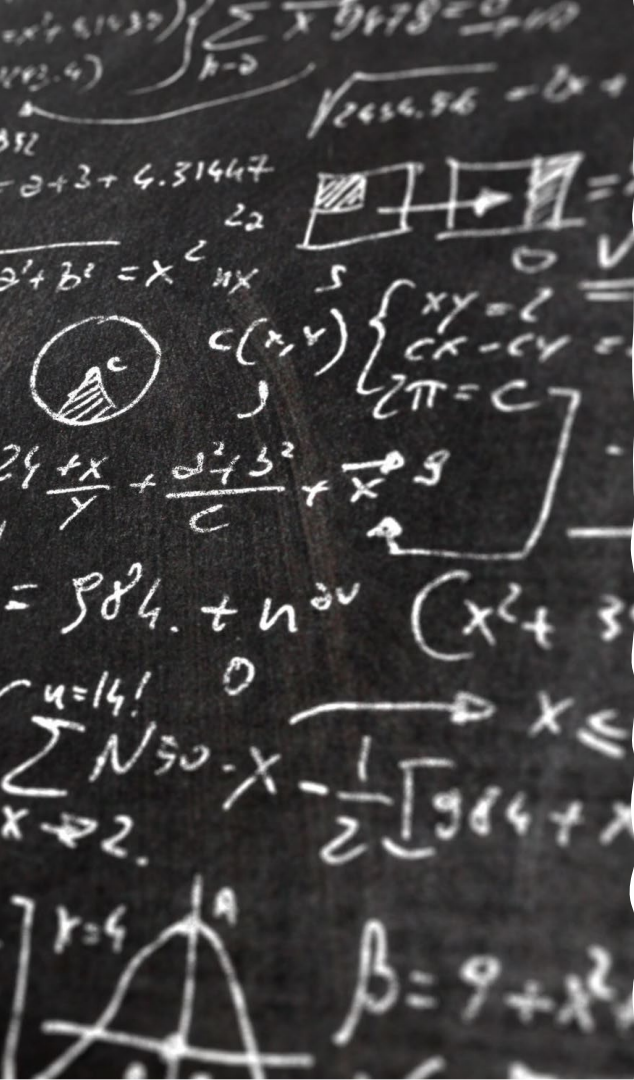
“It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head — it is the unique intersection of both.”

David Caruso

Successful Leaders Understand Emotions

Emotions are:

- Universal yet personal
- Grounded in senses, physiology, and cognitions
- Shape behaviors, relationships, decisions, and economy
- Determine whether people buy from you, invest in you, and work with you



Emotional Intelligence (EQ) Defined

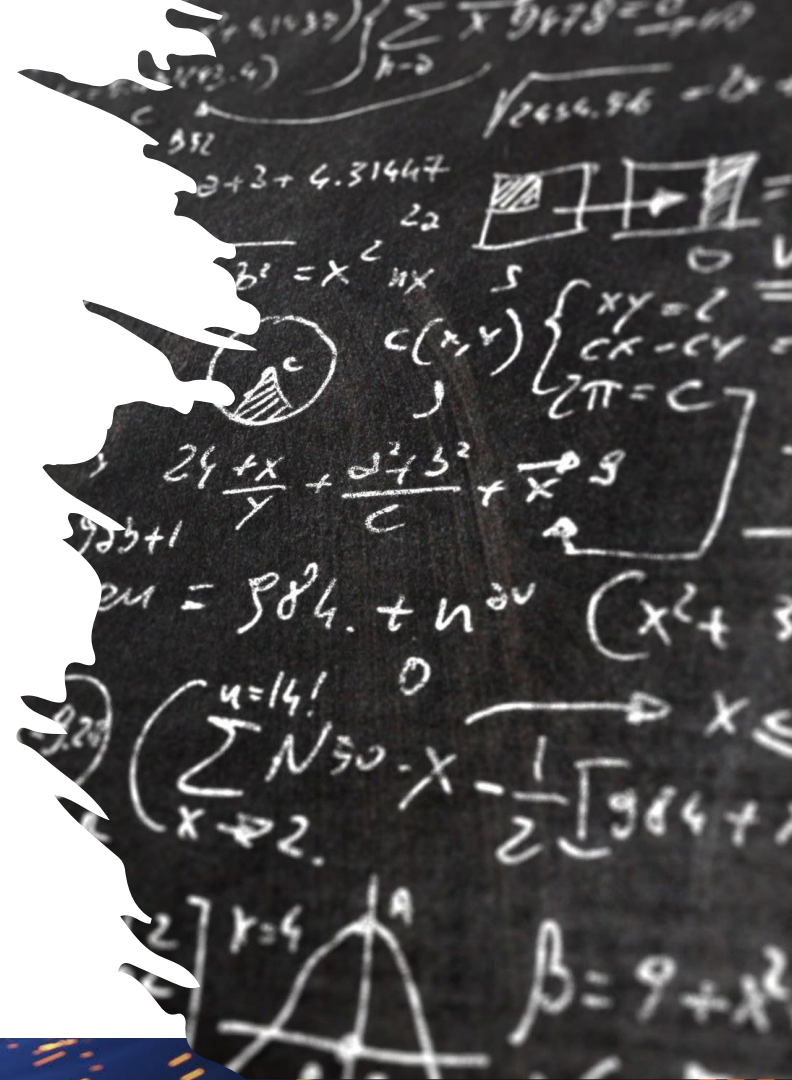
The ability to “recognize, understand & manage our own emotions, while having the ability to recognize, understand & influence the emotions of others.”

(Institute for Health and Human Potential, 1997)

Emotional Intelligence (EQ) Defined

The awareness that emotions can drive our behavior and impact people (positively and negatively) and learning how to manage those emotions – both our own and others' – especially when we are under pressure.

(Connors, 2020)



The 5 Components of EQ at Work

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills





**What the research tells us
about EQ.**

Emotional Intelligence (EQ)

- Concept of EQ around for 25+ years with significant supporting research
- No significant gender differences
- Significant age-related differences, peaking at age 50
- A skill set that can be developed and improved over time

The ROI of EQ

“For jobs of all kinds, emotional competencies were twice as prevalent among distinguishing competencies as were technical skills & purely cognitive abilities combined. In general, the higher a position in an organization, the more EI mattered: for individuals in leadership positions, 85 % of their competencies were in the EI domain.”

Daniel Goleman

The Advantages of High Leadership EQ

Direct correlation with **increased job performance** when employees are high in EQ.

Emotional intelligence is responsible for 58% of performance in all types of jobs, and 90% of top performers are high in EQ.

(Bharwaney, Bar-On & MacKinlay, 2011)

Direct business benefits to increasing employees' EQ.

Focusing on emotional intelligence alongside skill development can help improve worker performance and the company's bottom line.

(Bharwaney, Bar-On & MacKinlay, 2011)



The Advantages of High Leadership EQ

- Companies with high levels of emotional intelligence among their employees outperformed those with lower levels by up to 20%. (Bradberry, & Greaves 2015).
- Leadership EQ positively related to organizational innovation and financial performance in organizations. (Druskat & Wolff, 2019).
- Leaders with higher levels of emotional intelligence had higher employee engagement, job satisfaction, team performance, lower rates of absenteeism and turnover, and higher levels of customer satisfaction. (Akbari & Maleki, 2017; Cavanagh & Vartia, 2015; Cross & Thomas 2017; Deshpande & Shrivastava, 2016; Goleman, Boyatzis & McKee 2019 & Wang & Chen, 2018).

Benefits of EQ in the Workplace

Effective
leadership

Better
communication

Greater
authenticity

Increased trust
and empathy

Stronger
relationships

Improved conflict
resolution

Increased job
satisfaction

Civility, respect,
and
psychological
safety

“We are dangerous when we are not conscious of our responsibility for how we behave, think, and feel.”

Marshall B. Rosenberg





Psychological safety.

CREATING A WORKPLACE CULTURE THAT IS THE FOUNDATION OF HIGH PERFORMANCE

Psychological Safety in Manufacturing

- The perception of employees that they can **freely express** opinions, ideas and concerns **without fear** of negative consequences such as criticism or punishment.
- Employees feel **comfortable speaking up** about potential safety hazards or concerns with equipment or processes without fear of retribution
- Employees **encouraged to share** ideas and suggestions for process improvement. These ideas are actively **considered and implemented** where possible.
- Open communication between team members and management, with regular opportunities for **feedback and discussion**.

4 Types of Psychological Safety



“Psychological safety is **not**
about being **nice.**”

Amy Edmondson



Psychological Safety is Good for Business

Psychological safety positively related to employee creativity and innovation.

(Jiang & Probst, 2018)

Psychological safety was negatively related to employee emotional exhaustion, which can lead to burnout, turnover and injury.

(Jiang & Probst, 2018)

Psychological safety is a critical factor in fostering a culture of innovation and experimentation. Companies with high levels of psychological safety tend to outperform their peers.

(Brown, 2018)

Psychological safety positively related to team learning behaviors, greater team creativity and performance, reduced team conflict and turnover intentions.

(Newman, Donohue, & Eva, 2018)

“[A] main cause of turnover is lack of leadership and poor company culture. Leaders need to find better ways to engage their employees.

There are so many factors other than compensation that lead to good company cultures.”

Brent Pollington

**Poor
Company
Culture =
Higher
Costs &
Lower Profit**

- Replacing an entry level employee costs up to 20%, as much as 60% for mid-level positions, and up to 213% for highly skilled or executive-level positions in annual salary. (*Achievers*, 2018; Center for American Progress, 2017)
- 60% of employees left a job due to poor company culture, and 31% were actively looking for a new job. (*Achievers*, 2018)
- Poor leadership cost an amount equal to as much as 7% of their total annual sales (GBS Corp. Training 2017)
- Up to 32% of voluntary turnover can be avoided through better leadership skills (GBS Corp. Training 2017)
- Better leadership generates 3–4% improvement in customer satisfaction scores and a corresponding 1.5% increase in revenue growth (GBS Corp. Training 2017)

The Harris Poll 2022

35% of Canadian companies say employee **turnover has increased** compared to last year, up from the 24% who said the same thing in 2021.

Turnover **costs an average of \$41K** each year (including the cost to rehire, lost productivity and more).

Those costs are higher for some employers, with more than 16% of hiring managers reporting **\$100,000 or more** per year in turnover expenses.

64% of companies agree that employee turnover places a **heavy burden on existing employees** particularly with employers with 100 or more employees (75%) compared to small businesses with fewer than 10 employees (50%).



The Leadership Challenge

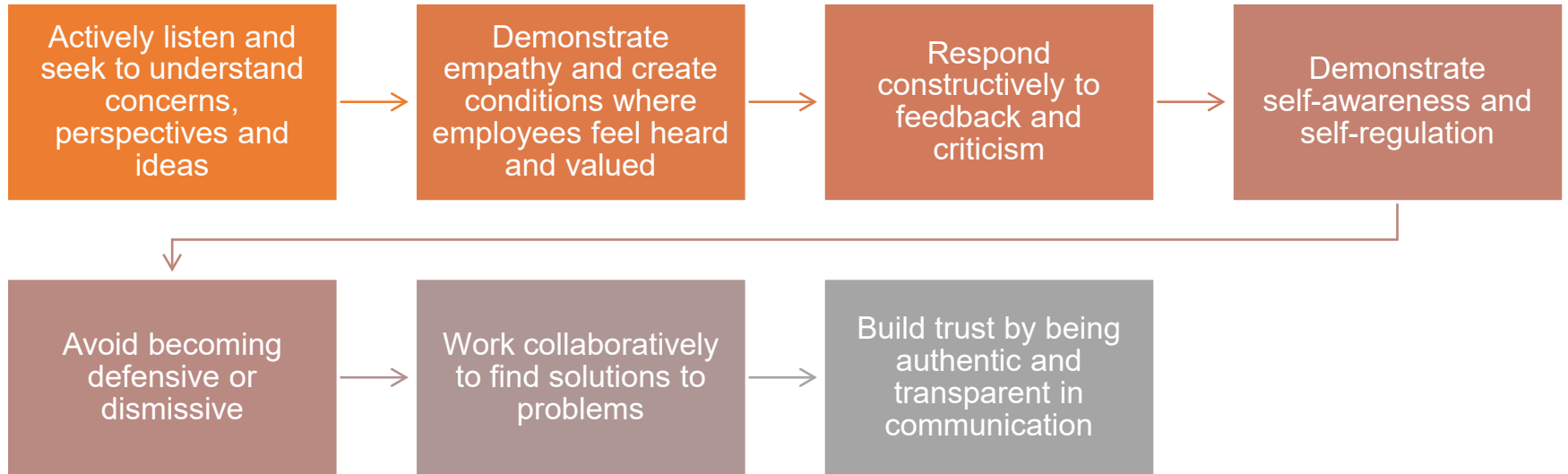
- Emotional intelligence is the **foundation of all leadership behaviours** required for psychological safety
- Psychological safety shifts focus from a leadership power hierarchy to a **leadership competence** hierarchy



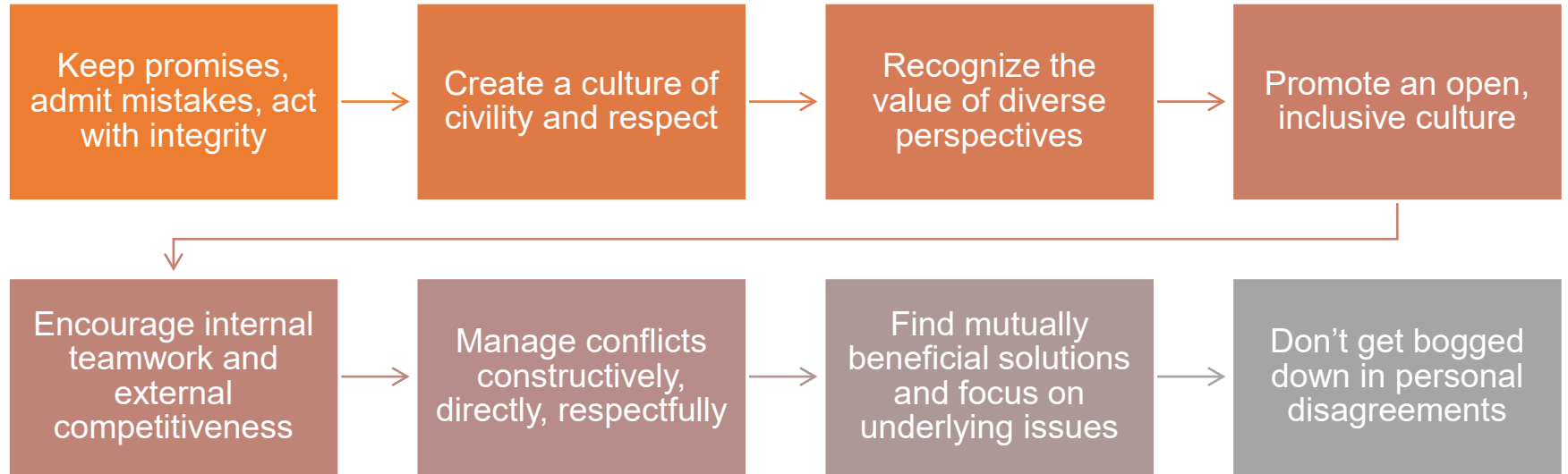
High-EQ leadership behaviours

THAT PROMOTE PSYCHOLOGICAL SAFETY AT WORK.

High-EQ Leaders:



High-EQ Leaders:



Developing EQ Skills

A faded background image showing two women in professional attire. One woman is holding a laptop, and the other is holding a folder or document. They appear to be in a collaborative work environment, possibly a meeting or a training session.

- Learn to identify and understand your emotions
- Practice self-regulation
- Understand the emotions of others
- Improve communication skills
- Develop empathy
- Practice mindfulness and reflection
- Mentor and coach
- Listen actively
- Seek feedback
- Journal

“The leaders who get the most out of their people are the leaders who **care the most** about their people”.

Simon Sinek





MIS
MAKE IT SAFE

THANK YOU

For more information, please contact:

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« BREAKOUT »

**SUPERVISING
SAFETY**



MAIN STAGE

**REFRAMING TASK
ANALYSIS**



BREAKOUT ROOM