



SheQ

Using the power of
emotional intelligence
for success

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Mission of the AICPA Women's Initiatives Executive Committee

Promote and support the success of women to advance
the profession together.

#AICPAWomenLead

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What is emotional intelligence?

Emotional intelligence or “EQ” is the demonstration of sensibility. It is a set of skills that includes the ability to:

- ▶ **Recognize** one’s impulses and mood;
- ▶ **Read** situations and people accurately; and,
- ▶ **Respond** most appropriately, depending on the situation or person involved.

Someone with high emotional intelligence can communicate with others effectively, manage change well, is a good problem solver, uses humor to build rapport, has empathy for others, and remains optimistic even in the face of difficulty.

The term EQ was first coined in the 1980s by Dr. Reuven Bar-On who discovered a key correlation between resiliency and “Emotional Quotient.” Since that time, emotional intelligence has been validated as a behavioral science with significant meaning.

Although EQ is an important competency for everyone, we use the phrase “SheQ” when applying it to a female audience. Women who are able to manage the balance between assertiveness and empathy, emotional expression and self-control, interpersonal relationships and independence can have a huge advantage in the workplace.



The skills associated with emotional intelligence, all of which can be learned, include:

self-regard, self-actualization, emotional self-awareness, emotional expression, independence, assertiveness, achievement orientation, interpersonal relationships, empathy, social responsibility, problem-solving, reality testing, impulse control, adaptability/flexibility, stress tolerance and positive outlook/optimism.

How is emotional intelligence different from IQ or personality?

IQ stands for “intelligence quotient” and the standardized IQ test measures reasoning and problem-solving abilities. Studies show that IQ peaks at a pretty early age (18–20 for most people) and remains stable until mid-adulthood when it slowly begins to decline. It has also proved to be a strong predictor of academic success, but it has not had the same predictive qualities in the workplace.

In contrast, personality explains our traits and predispositions. A well-known measurement of personality is called the Big Five and includes openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Like IQ, it is made up of a blend of nature and nurture and tends to be set early in life. There have been studies showing a correlation with career success for certain personality types in specific jobs.

The good news for us is that emotional intelligence is not set. It is something that can be learned and increased. It is dynamic and requires the use of different behaviors in different settings. We see the role of emotional intelligence as the critical bridge between your inherent traits like IQ and personality and the outside world. It is your emotional intelligence that propels you out of your comfort zone to act differently when a situation requires it. It is not a permanent change to who you are or a requirement to be inauthentic: it is simply a temporary adaptation of your process or language to improve communication and effectiveness.

Those who have difficulty demonstrating interpersonal adaptability are not using emotional intelligence. For example, one coaching client we know (a female senior partner) had a “one size fits all” work style and she would treat people the same no matter if they were a staff accountant or a client. Her comfort zone was to be direct, honest and sometimes blunt. She would justify this by saying this was her authentic style and others just needed to learn how to adjust to it and not be too sensitive.

The reality was that some people in the firm had a similar style and did not mind her approach. But, unfortunately, many others saw her as demeaning, rude and demotivating. After some coaching, she learned to see that even though she preferred open, frank communication, that was not the case for everyone.

By recognizing her tendencies before she acted, she could slow down and better read her audience. Then she could determine who needed support over candor and make adaptations accordingly, responding uniquely for each conversation.

A minor change on her part improved the effectiveness of her communication, her ability to influence others and ultimately her reputation around the firm.

One of the reasons people bias to a communication style is because it is most comfortable for them. Without some mindfulness, we just operate in ways that come naturally. The comfort zone creates hazards we are not always aware of: needs avoiding new things, not making timely changes or burdening others to adapt to our ways of doing work.

For females in particular, staying safely tucked into our comfort zone and not taking enough risks can result in a lack of confidence.

Men more frequently are willing to take on new, unfamiliar work with an “I’ll figure it out” attitude. Women, on the other hand, more frequently wait until they feel experienced or qualified enough before making a leap.

It is important to remember that confidence is built by accomplishing something challenging or difficult and when we avoid failure, we deny ourselves the opportunity to learn and grow. We can build more self-regard by pushing ourselves out of our comfort zone and embracing opportunities even when we feel unprepared to do so.

Start by doing small things like attending an association networking event with a group of strangers, asking a colleague you admire but have never met out to lunch, or giving a presentation to your organization or at a client event.

Routinely doing things that make you uneasy can build the confidence foundation you will need to take on big opportunities in the future.

If you are interested in learning more about the frequency in which you challenge yourself, see [Appendix A to take a Comfort Zone Self-Assessment](#).



Why is emotional intelligence important in life or work?

Building emotional intelligence skills directly supports resiliency. Someone with emotional intelligence can take a difficult situation and see it as an opportunity to learn about themselves and others. They use coping skills to isolate an event as an individual situation and not allow it to permanently damage their sense of hope.

In addition to resiliency, emotional intelligence has also been identified as a critical competency in business. Employees with EQ have enough self and social awareness to understand the impact their behaviors have on others, so they take more accountability for their actions. That usually results in teams with less conflict and higher collaboration.

Leaders with high EQ do a better job motivating and engaging employees.

Although this has been seen as “soft skills” by many, research has documented emotional intelligence to be vital functional skills, especially when paired with technical expertise, resulting in financial benefits.

Here are some case studies on the benefits of emotional intelligence and its relationship to financial success.

- ▶ **Grant Thornton UK** shared at the 2015 Emotional Intelligence Summit in London that they built emotional intelligence into its leadership training program. The firm quoted a **35% revenue increase** and a **16% lift in client satisfaction**.
- ▶ A **study** of partners at a large U.S. public accounting firm who had significant strengths in **self-management** contributed **78% more incremental profit** than partners without them. Partners with strong **social skills** added **110% more incremental profit**.
- ▶ Employees with higher emotional intelligence **make more money** and successfully choose careers that **keep them engaged**.
- ▶ In a **survey** of over 2,600 managers, **71% said they value emotional intelligence over IQ** in an employee.

Fifty-nine percent said they would not hire someone high in IQ but low in EQ and 75% said they are more likely to promote an emotionally intelligent worker.

Emotional intelligence is also reciprocal. One person can have an exponentially positive effect on others, especially if that person is in leadership. [In a published case study](#), American Express Financial Advisors developed an emotional competence training program. It targeted virtually every aspect of emotional intelligence, but particularly the competencies of emotional self-awareness, self-control, empathy, communication and conflict management. The leadership version of the program offered to managers also helped build the “developing others” competency.

Documented results:

- ▶ The trained group showed a greater increase in total sales revenue — 10% greater than the control sites and 16% greater than the company as a whole.
- ▶ The findings indicated that advisers working in regions with trained leadership grew their businesses at a rate of 18.1% over 15 months compared to a 16.2% growth rate for the controls.

The bottom line about developing emotional intelligence is how you grow in power and independence when you face challenges. You no longer worry as much about risk or failure because you know they will help you grow stronger. You learn that you have the strength to endure difficulties and stop backing down under pressure, to say yes when you want to say no.

Emotional intelligence helps you look for the best in yourself and others.

By employing these skills, you gain the courage to walk away from those who demotivate you, bring negatively into your life or stress you out. You reach more goals, achieve more dreams and influence others more successfully.

Can emotional intelligence be measured and are there gender differences?

Yes, emotional intelligence can be measured. Several validated assessments quantifiably measure emotional intelligence. We regularly use and recommend the EQ-i 2.0[®] developed by Dr. Reuven Bar-On and published by Multi-Health Systems. It has the longest history of validity and reliability. This is a self-only online assessment and ideal for someone who has never taken an EQ report in the past. It helps people who want to improve their personal or work relationships, raise their self-awareness, and quantifiably measure emotional intelligence using a psychometric tool. You can download a sample report and learn more about how to take one [here](#).

Regarding gender differences, results from those identifying themselves as either male or female did not differ significantly on the EQ-i 2.0[®] total EI score. This indicates that overall emotional intelligence as measured by the EQ-i 2.0[®] is the same for males and females; however, small-to-medium gender effects were found for some subscales.

The largest difference was on empathy, with women scoring higher than men with a moderate effect size. Smaller differences were found with women scoring higher than men on the Interpersonal Composite, Emotional Expression and Emotional Self-Awareness.

Men scored higher than women with small effect sizes on Stress Tolerance, Problem Solving and Independence. It is important to note that these effects were small and represent only a few absolute standard score points.

This highlights the importance for both males and females to work equally hard when gaining and maintaining emotional intelligence.

Source: legacytap.mhs.com/EQi20FAQ.aspx

The EQi 2.0 Model of Emotional Intelligence



For someone wanting a 360° Feedback emotional intelligence assessment, we regularly use and recommend the Emotional and Social Competence Inventory (ESCI[®]) published by Korn Ferry. This report is ideal for those in a leadership role who want anonymous feedback from others. It has proven to be beneficial in any type of organization. This tool is best used for those who have taken a self-only emotional intelligence test in the past and want to verify their social self-awareness. It includes both quantifiable and qualitative data because raters are also asked to include comments. You can download a sample report and learn more about how to take one [here](#).

Emotional intelligence and leadership

It is critical for leaders to stay grounded and in touch with how they are perceived by their employees. Unfortunately, many develop blind spots that can cause them to miss opportunities, not change direction or fail to adapt to new information in a timely fashion. This can create unintentional consequences that could ultimately impact their credibility and effectiveness. These blind spots could also be called “ego traps,” and the road map for steering clear of these traps is driven by emotional intelligence.

Emotional intelligence provides leaders with the ability to:

- ▶ Creatively seek and accept feedback,
- ▶ Effectively communicate priorities for the organization’s good,
- ▶ Raise empathy for the front lines of the workforce –building higher employee engagement; and,
- ▶ Boost self-awareness of management style and behaviors by discovering and eliminating blind spots.

What are some of these common ego traps?

Ignoring feedback you don’t like

It can be hard to hear honest feedback – especially when the feedback is not what we think or want to believe about ourselves. But the consequences of ignoring that feedback can be even more damaging than facing some potentially unpleasant realizations about your work style. By practicing the three primary EQ skills – self-awareness, empathy and self-control – you can open the door to free-flowing communication and ensure you receive the timely feedback needed to lead effectively. If you feel that you aren’t getting good feedback, here are some things you can do:

1. **Manage your reactions.** If you get upset either through anger, defensiveness or crying, others may avoid tough conversations with you because it is too difficult. By keeping an open mind and encouraging others to speak, even when they are sharing critical feedback, you encourage more open dialogue.

2. **Make it safe.** The reason you may not be getting feedback is fear of retaliation. No one wants to risk a negative consequence for speaking up.
3. **Demonstrate change.** Even if you graciously receive feedback and make it safe to give it to you, you must then show that you are applying the feedback to a behavioral change or others stop giving you more.

Surrounding yourself with more of you

Building a senior leadership team can be challenging. Leaders who take shortcuts during an interview and hire someone they “click with” end up with people least likely to challenge their decisions. When you surround yourself with more of “you,” you set up blind spots that can prevent you from seeing oncoming challenges. As a result, your team sees the world much like you do rather than being able to challenge, question, or offer a different perspective. Here are some ways to maintain diversity within your organization:

1. **Implement a formal interviewing and selection process** that includes behavior-based interview questions designed to reveal emotional intelligence. Use multiple decision-makers to avoid bias.
2. **Request opposing points of view.** In meetings assign both angels advocates and devils advocates to ensure all sides of an issue have been considered.
3. **Seek a challenger.** This may be someone in the organization that always sees things differently than you or someone outside the company who can be objective and have less at risk to question you.

Not letting go of control

At the heart of micromanagement is an *ego-based failure to let go of control*. It is easy to convince ourselves that we are not micro-managing but instead just rolling up our sleeves and helping our employees. In reality, what may look like helping isn't helping at all. The group doesn't often need another operator, they need a leader. In most cases, the leader's need to be involved often slows down the work of the group, as other things sit and wait for that leader to review or approve them. The principles of emotional intelligence say it's not the leader's job to stay in the weeds and micromanage every challenge the company faces. Instead, it's the responsibility of these leaders to guide people in the strategic direction they envision. To do a better job delegating, follow these tips:

1. **Set up thresholds.** With your team identify metrics that require your involvement and stick to them.
2. **Stay high level.** Look at the ratio of your daily activities and ensure that you are spending more time on strategic initiatives than simple tasks.
3. **Remain flexible.** Your way is not the only way, so allow others to complete assignments in ways that work for them.

Being blind to your downstream impact

It's easy for leaders across organizations to have a blind spot regarding their downstream impact: They may not have any advisers to give them feedback, and their direct reports may silently defer to them. Chances are that they will never let on, at least directly, to the disruptive effects of decisions, initiatives, requests and behavior. For the manager who regularly communicates the belief that "my needs take priority over everyone else's" problems may occur. Employees can start to feel disrespected and become disgruntled. The leader may unintentionally set him or herself up to be undermined by others as they disengage.

No one wants to work for a dictator, even a benevolent one. If you want to avoid having a negative impact on others, you can do the following:

1. **Recognize impulsivity.** Manage yourself when you are tempted to avoid normal protocols to get something done faster.
2. **Use a team.** Before initiating big changes, ask others to weigh in on the best timing for changing priorities.
3. **Do not level jump.** When you skip the chain of command to assign tasks without proper communication it creates confusion and conflict.

Losing touch with the front-line experience

As a senior leader, it is all too easy to become disconnected from the troops. The contrast between the frontline environment and the physical surroundings of the average executive — mahogany offices, dining-room-sized conference tables, and private gyms or corporate jets — is one reason. Then consider the contrast in the nature, complexity and seriousness of the work — it makes it easy to take your eyes off the organizational culture and lose empathy for those who have to execute your plans.

Remember to follow these practices to stay connected:

1. **Be available.** Leave your office to walk around and visit with employees. If you have multiple locations, be sure and travel around to meet with everyone.
2. **Have "agenda-less" meetings.** Create opportunities to have casual conversations with others and ask a lot of questions to learn from them.
3. **Show up.** If the team is working over a weekend or long hours, it sends a strong message of support when the leader arrives with pizza or coffee and a message of appreciation.

Emotional intelligence skills are essential for leaders who want to sustain management success. In the upper echelons of organizations, where differences in technical competence narrow and leadership capabilities become all-important, the research demonstrates that EQ is, by far, the greater indicator of sustained success than technical skills or IQ.

As a leader, you are always subject to factors that you can't control, whether it's the regulatory landscape, competitive moves or any number of other unwelcome surprises. What you can control is how you interact with your team. You can lead from an unconscious place driven by ego or choose to lead with EQ, consciously exercising your self-awareness, empathy and self-control. It takes effort to be an emotionally intelligent leader, but it doesn't have to be all-consuming. What's more, you don't have to change who you are. The goal is to retain your strengths while being aware of the few areas where ego may trip you up. Once you have heightened this awareness, you can shift your sail ever so slightly when needed — doing the small things when they matter — and then watch as the individuals around you begin to respond more positively as the organization shifts into a powerfully new direction.

By opening your eyes to your blind spots and being courageous enough to make a few small — but incredibly powerful — changes, simple course corrections can put you and your organization on even stronger footing as it faces turbulent times.

If you would like to better understand the traps that may be tripping you up, see [Appendix B to take an Ego vs EQ self-assessment](#).



Tips for increasing emotional intelligence

Raising self-awareness

Self-awareness is the foundation of emotional intelligence. Others see those who maintain self-awareness as connected, in-touch and humble. They often demonstrate confidence on the healthy side of ego and leverage their strengths. However, they are also able to recognize when their behavior is inappropriate or when it has hurt others. They tend to get more done, take more accountability and are enjoyable to work with.

Here are four things you can do to keep your self-awareness high:

1. Take an assessment.

Beyond emotional intelligence, there are several good assessments available to measure personality, communication style, change style, hardiness and learning agility, among others. All of these help you get to know yourself, your tendencies and instincts, and how other people are perceiving you. This information helps you pick better careers and recognize suitable organizations to work for.

2. Practice mindfulness.

Give yourself opportunities throughout each day to assess your mood. Pay attention in meetings to how you're reacting to others and why. Keep track of when you are at your best and your worst. Most people have patterns of behavior and by paying a little more attention you will recognize your own. People with presence of mind can stay clear headed in high pressure situations and avoid difficult conversations when they know they are not in the right frame of mind.

3. Hire a coach.

Coaches will help you uncover and recognize your blind spots. They can identify behaviors you may not even realize you are demonstrating and if they are ineffective, suggest alternatives. They provide you with insight to see yourself from the perspective of others. This helps to better influence and motivate supervisors, staff, clients and colleagues.

4. Identify your reactions.

We are all very busy and often identify when something feels good or bad. But we rarely stop to analyze what we're feeling and why. Throughout the day, it's important to pause and ask yourself, "What specific emotion would I use to describe how I am feeling right now?" This habit gives you expressive language to use when communicating with others. When people see you as transparent and can track with your thoughts and feelings, you save time from less miscommunication and will experience better outcomes.

Self-awareness can be achieved by practicing these four actions, which become more natural over time. And just remember when your self-awareness goes up, your EQ does too.



Building an emotionally intelligent team

Have you had that nagging feeling that something is missing on your team? What might be keeping your team from achieving breakthrough results or keeping your team in a chronic conflict cycle? Many leaders have sensed this frustration and have found the solution in the development of EQ skills for their team.

To find out if EQ is missing from your team, take this short quiz:

- ▶ Is there often a breakdown in team communication?
- ▶ Do you observe symptoms of low-stress tolerance?
- ▶ Do one or more of your team members struggle with or resist changes both large and small?
- ▶ Are you needed to mediate conflict on a regularly?
- ▶ Has pessimism taken over the work environment?
- ▶ Do team members say or do the wrong things at the wrong time?

If you answered yes to more than two of these questions, it is worth your time to explore emotional intelligence. To begin, take a baseline of your team's EQ through observation, interaction and assessment.

A [study](#) of work teams found the single most important dimension of success was how members interacted with each other and with those outside the team. Another [found](#) that a team's collective intelligence increased with more women. Researchers gave individuals IQ tests and randomly placed them into teams. "Each team was asked to complete several tasks – including brainstorming, decision-making and visual puzzles – and to solve one complex problem. Teams were given intelligence scores based on their performance. Though the teams that had members with higher IQs didn't earn much higher scores, those that had more women did."

Of course, with all development, it has to start with self-awareness. The team must be aware of its strengths and deficits. Here are some tips for developing a self-aware team:

1. **Assign an observer for the next team meeting.** That person should not participate, only observe and document. They should record when team members interrupt each other or when team members don't participate, if the meeting starts and ends on time, team member body language, if the team stayed on agenda, etc. Have them share the observations at the end of the meeting.
2. **Use a facilitator to put the team through a business simulation activity.** Team patterns of behavior will naturally emerge and become observable in new ways to the team members.
3. **Identify team members who have an "it will never work" mentality.** Offer some positive alternatives to their typical negative verbal and nonverbal responses to new information.
4. **Conduct an emotional intelligence assessment.** Provide a tool for all team members and get a group summary report. This can identify individual areas for development, and common areas of weakness that would be best addressed during a team intervention.
5. **Don't avoid conflict to keep the peace.** Vigorous discussion is healthy for a team, especially when attitudes and feelings are addressed, not just tasks and action items.
6. **Set the tone at the top.** If you are not role modeling emotional intelligence it will be impossible to expect it from other team members.

How to use your EQ with a boss who has none.

Do frequent check-ins. The lower their EQ the more likely they are to be a control freak. Keeping them updated pro-actively prevents them from needing to get deep in the weeds of your work.

Don't give them enough information to be dangerous. When you provide a laundry list of problems or complaints you set yourself up to get a negative response. Keep updates brief and concise and always offer solutions to any problem you share.

Work around them. Use your organizational awareness and network so you have resources around the company who will be happy to help you.

Never go over their head or use the blind copy function. We know it is tempting but usually backfires and results in a disaster.

Always connect for them the extent to which their actions are hurting them, and keeping them from getting what they want. They probably won't care about you or what is important to you, so you have to put everything in the context of how they unintentionally impede their own desired results.

It will also be important for you to maintain your **stress tolerance** to keep your self-control high. Throughout the day take breaks, get in some exercise, or be protective of family time on weekends.

Use your **flexibility** to pick your timing well. Pay attention to their moods, are they a morning person or an afternoon person? If they are not a morning person, don't ask for something at 8am on a Monday.

Focus on results. Most bosses won't care as much about how as to what. Use your **self-control** to resist the urge to go passive-aggressive and just tell them what they want to hear to get them off your back. A better way is to set polite but firm expectations of what can be accomplished and by when.

Use some **empathy**. They likely have a lot on their plate too, and odds are they were promoted for their technical skills, not people skills so don't expect them to be someone they are not. Sometimes lowering your expectations is the best way to stop being perpetually disappointed.

And lastly, take control over what you can — your thoughts, your attitude and your reactions. You are not a victim forced to stay in a miserable situation. If it becomes unbearable to work with the person, make an adult decision and get yourself to a happier place.



Resources

Appendix A: *Comfort Zone Self-Assessment*

In each of the following 10 situations, select the option that best describes you. Use the scoring guide below to identify growth opportunities.

1. How long has it been since you took a big risk?
 - a. More than three years ago or never
 - b. Between one year and three years ago
 - c. Within the last 12 months
2. When was the last time you did something that embarrassed you?
 - a. More than three years ago or never
 - b. Between one year and three years ago
 - c. Within the last 12 months
3. Thinking back over the last four weeks, how many of the activities you participated in gave you a sense of accomplishment?
 - a. Less than 25% of them or none
 - b. Some of them
 - c. More than 50% of them
4. How long has it been since you tried something completely new?
 - a. More than three years ago or never
 - b. Between one year and three years ago
 - c. Within the last 12 months
5. If you work, how long has it been since you changed jobs or changed roles in your current company?
 - a. More than three years ago or never
 - b. Between one year and three years ago
 - c. Within the last 12 months
6. How often do you feel happy?
 - a. Not often or never
 - b. Sometimes
 - c. The majority of the time
7. When was the last time you said no to something you wanted to do because you were afraid you would not succeed?
 - a. Within the last 12 months
 - b. Between one year and three years ago
 - c. More than three years ago or never
8. How often do you catch yourself drifting or coasting through the day without a lot of presence of mind?
 - a. The majority of the time
 - b. Sometimes
 - c. Not often or never
9. In the last four weeks, how many of the activities you participated in challenged you mentally or physically?
 - a. Less than 25% of them or none
 - b. Some of them
 - c. More than 50% of them
10. When was the last time you were caught off guard or unprepared for a change in your life?
 - a. Within the last twelve months
 - b. Between one year and three years ago
 - c. More than three years ago or never

Scoring Guide

For questions answered	Behavioral tendencies	Growth opportunities
A	You are likely drifting between being disengaged or too comfortable.	Time to shake things up! Look for opportunities to try new things and get uncomfortable.
B	You are likely living in your comfort zone and avoiding things that challenge or discourage you.	Push yourself to take more risk and see what you are capable of.
C	You likely have been pushing yourself and although you are uncomfortable you are building confidence regularly.. Congratulations!	Keep it up, and remember to maintain your motivation, optimism, and stress tolerance to sustain your positive growth.

Appendix B:

Ego vs EQ Self-Assessment

Check the box next to each of the following scenarios that describe you at work. Then consider how you could address your potential ego-related blind spots.

1. Ignoring feedback you don't like

- You do not regularly ask your team for feedback, and when people attempt to give you some form of feedback, you rebuff or ignore them rather than inviting them to share more.
- You think to yourself: "If they don't like what I'm doing, they can go get a job somewhere else!"
- You take the fact that you don't receive much negative or constructive feedback as a sign that you are doing your job as a leader well and don't need to focus on your leadership development.
- You assume that if your team is honest with you about operational issues that they can also be relied upon to give you candid feedback about how you are doing as a leader.

2. Surrounding yourself with more of you

- You don't have anyone in your inner circle who has an opposite working or communication style to that of your own or your team lacks diversity.
- Decisions among your team get made quickly and easily with minimal challenging viewpoints.
- Your company lacks a formal interviewing and selection process, and managers (including you) have the latitude to hire on "gut feel."
- Challengers in the organization are often ostracized or labeled as naysayers.

3. Not letting go of control

- You have more than 10 direct reports.
- You cannot help but get involved in seemingly minor details "just for peace of mind."

- You spend much of your time focused inward on organizational operations and very little looking outward at the industry or competitive landscape.
- When you are away from the office, decisions grind to a halt or it seems nothing gets done until you return.
- You see yourself as the ultimate quality control inspector.

4. Being blind to your downstream impact

- You routinely ask people to help you with a task, not because it is their job but because you know they will get it done.
- You hear name dropping occurring throughout the office ("Bill wants this now").
- You never hear no to a request and rarely get asked to negotiate on a deadline.
- You call last minute-meetings assuming that everyone will clear their calendar for you.
- Before making a requested change, you don't consider how easy or difficult it will be to accomplish this change at someone else's level, not your level.
- You allow things to fall completely off the grid, then suddenly you request an update.

5. Losing touch with the front line

- You have employees come to your office for a meeting instead of going to theirs.
- You don't spend any time periodically working along-side employees for a "day in the life" experience.
- The staff doesn't receive recognition from you for putting in extra effort or working long hours.

If you have more than two checked in any section, consider exploring the related Ego vs EQ: The Ego Traps webinar [here](#).

Appendix C:

Six ways to bring emotional intelligence into your organization

1. Host a lunch and learn.

Bring in a speaker or give a presentation on the topic of emotional intelligence. Highlight some examples of high and low EQ behaviors that are observable within your organization along with some tips on how to improve.

2. Adopt 360-degree assessment.

Include senior members of the team and managing partners – this shows the organization that getting feedback is important for everyone and can provide some compelling data for areas of development.

3. Tie emotional intelligence to personal values.

The firm or organization you work for has a business metric you are most focused on annual revenue, client size, profit, new client development and billable hours. All of these can be tied to an emotional intelligence initiative so you can make a business case that more EQ benefits the bottom line. Who says no to that?

4. Start a book club.

Pick some of your favorite books on emotional intelligence and provide a copy to those interested. Once a week or once a month get together and discuss a chapter as a team. Ask and encourage the sharing of examples of ways EQ is being demonstrated in daily interactions with others.

5. Look at your performance reviews.

If you do annual formal performance ratings, there is a good chance that you are already measuring emotional intelligence skills without calling them that. Some examples include teamwork and collaboration, positive attitude, professional conduct and adaptability. By adding some EQ training, you are supporting the same skills employees are expected to demonstrate and get evaluated on already.

6. Conduct an emotional intelligence talent study.

This is a powerful technique to identify the skills your high performers have that your low performers lack. By using a scientifically validated EQ assessment and group report, you can better recognize the critical skills that predict success in a role and then use that data to do better hiring, succession planning and to identify training needs.

Appendix D:

More resources from the authors

[Attend a webinar to increase your emotional intelligence.](#) Penumbra Group has been providing learning solutions and workshops for nearly two decades and is a recognized expert in emotional intelligence. The webinars are offered as both live events and on demand, allowing you to interact with one of our qualified facilitators in real time or participate in the program at your convenience. Registration is easy and classes are offered frequently.

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