

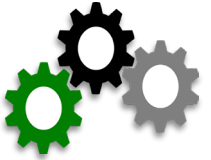


SRA INTERNATIONAL
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Managing and Discerning Emotional Intelligence (EI) in a Digital World

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Learning Objectives



Define emotional intelligence (EI) and understand its importance



Interpret verbal/non-verbal cues to assess emotions in a virtual setting



Identify ways to gauge employee well-being and satisfaction



Discuss techniques to balance EI across the team



Noun

e·mo·tion·al in·tel·li·gence

“the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.”

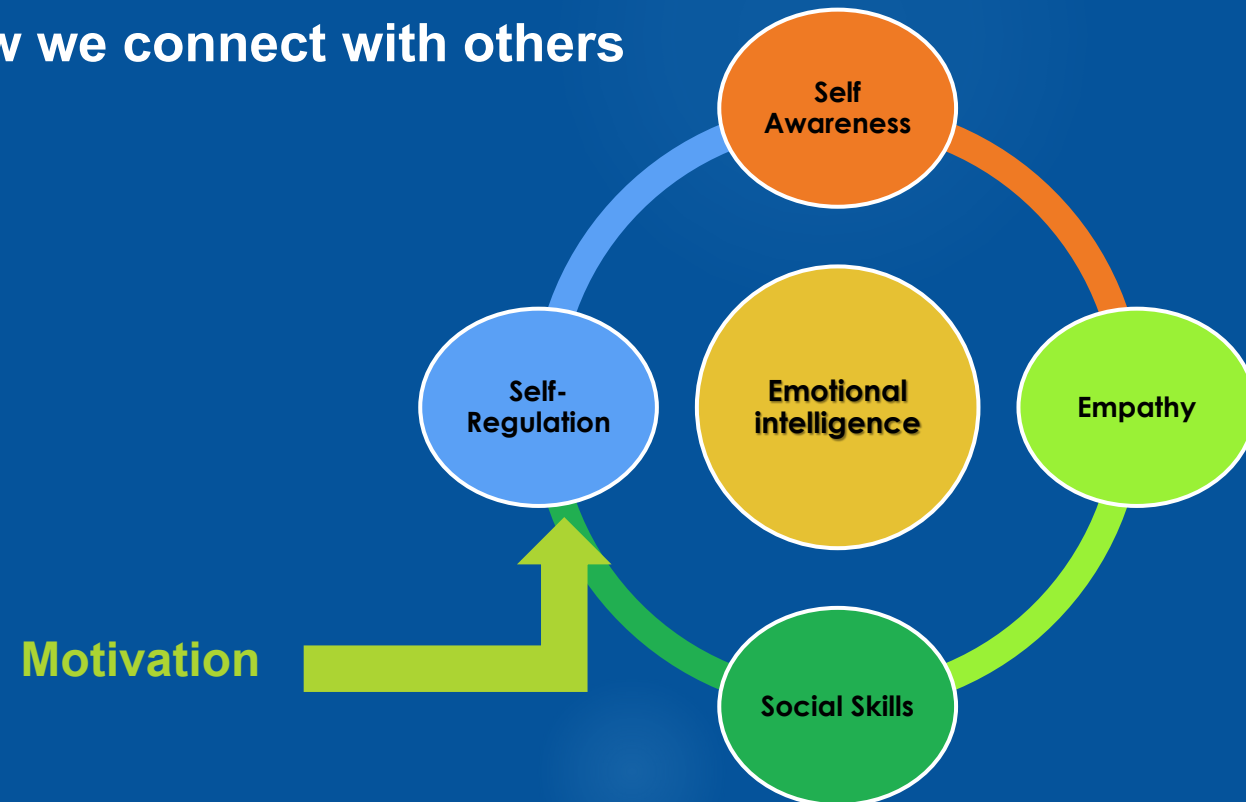
~ Goleman, D. (1995). Emotional Intelligence, Bloomsbury.

**EMOTIONAL INTELLIGENCE IS THE KEY TO BOTH
PERSONAL AND PROFESSIONAL SUCCESS**

What is Emotional Intelligence (EI)?

- capacity to monitor our own and other's emotions
- differentiate between emotions and label them appropriately
- use this information to guide our thinking and behavior
- manage conflicting situations
- navigate social complexities
- make personal decisions that achieve positive results
- how we connect with others

Developing an aptitude in Emotional Intelligence provides a deeper awareness of staff moods, well-being, job fulfilment, strengths and boundaries.



Awareness

Self Awareness

- ❖ Self-confidence
- ❖ Awareness of your emotional state
- ❖ Recognizing how your behavior impacts others
- ❖ Paying attention to how others influence your emotional state

Social Awareness

- ❖ Picking up on the mood in the room
- ❖ Caring what others are going through
- ❖ Hearing what the other person is “really” saying

Self Management

- ❖ Self control
- ❖ Transparency
- ❖ Adaptability
- ❖ Achievement
- ❖ Initiative
- ❖ Optimism

Relationship Management

- ❖ Getting along well with others
- ❖ Handling conflict effectively
- ❖ Clearly expressing ideas and information
- ❖ Using empathy to manage interactions successfully

Actions

Self

Others

EI in Leadership

Building an efficient team

- craft a collaborative work climate
- observe fluctuations in engagement and address
- manage conflict using empathy and a calm approach

Managing change

- understand how change will affect team performance
- understand how change will affect each person
- manage the effect of change in order to achieve results

Direction and support

- understand the teams emotions
- offer guidance and encouragement to team members
- make informed decisions by anticipating the effect of these decisions

Value of EI in Team Dynamics

- Better collaboration and conflict resolution
- Job satisfaction and employee retention
- More open to new and opposing ideas
- Effective stress management
- Improved communication
- Higher productivity
- Longevity



Challenges in the Digital Age

➤ Communication

7% is **actual words**

38% is **tone of voice**

55% is **body language***

➤ New Obstacles

Challenges in team management:

nonverbal cues

subtle interactions

clear/concise language

engagement

Restyling our skills to navigate:

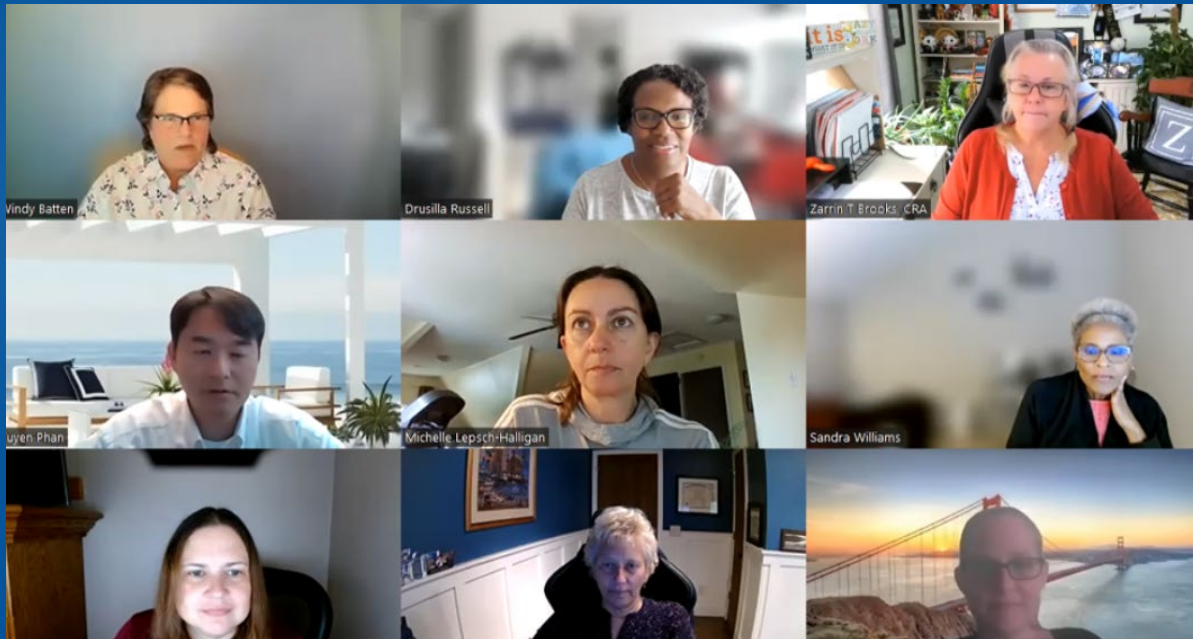
complexities of online interaction

effective communication

building relationships

promoting well-being

Virtual meetings impact our ability to assess the entire basis of communication



*Silent messages: implicit communication of emotions and attitudes. 2nd ed. Belmont, Calif., Wadsworth, 1981 (Originally published in 1971)

Challenges in the Digital Age – Neurodiversity

- **Working virtually can present challenges and opportunities for neurodivergent individuals**
 - **Challenges**
 - Information overload / Need for structure and consistency
 - May use eye contact or non-verbal cues differently
 - Can be overwhelming for individuals with sensory sensitivities
 - **Opportunities**
 - Control environment/surroundings
 - Camera, Microphone, Chat/Avatar Features
- **Accommodations in Virtual Meetings**
 - Use closed captions
 - Provide agendas in advance
 - Allowing for visual aids or screen sharing
- **Sensory Considerations:**
 - Sensory needs may require adjustments (noise-canceling headphones, video-free meetings, adjusting screen brightness)

Cues to Discerning Emotion

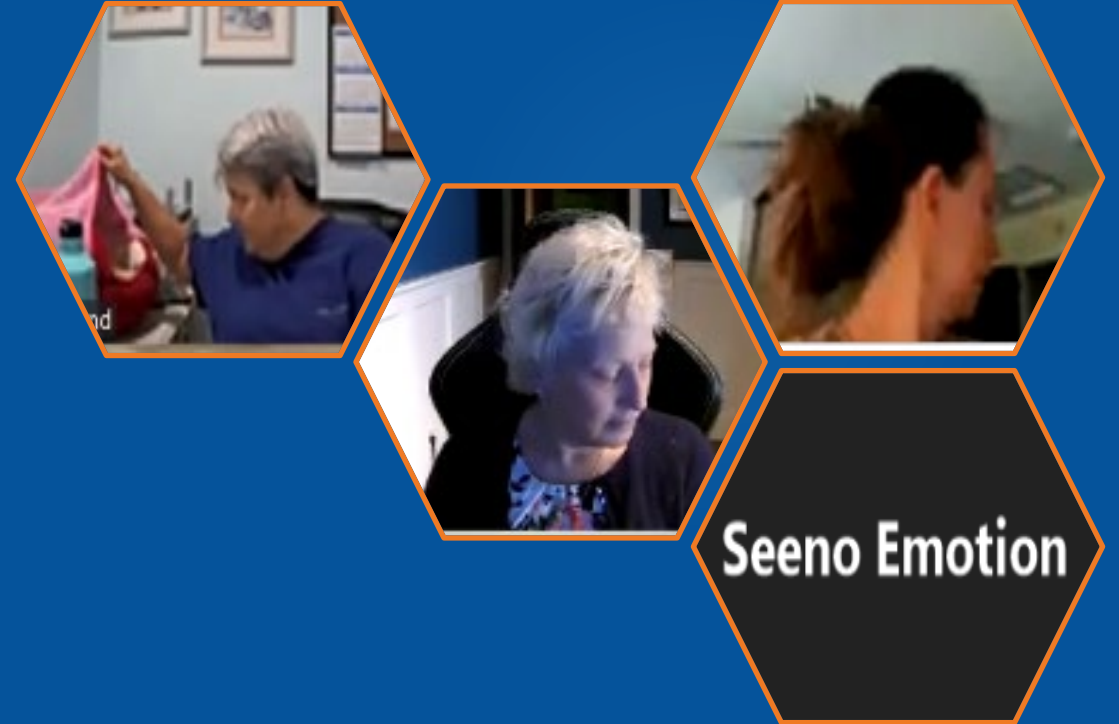
- Environmental
- Verbal
- Non-Verbal



Environmental Cues

Provides insight into staff's emotions

- Always late to the calls
- Bandwidth issues
- Noisy Listening
- Meeting not on calendar
- Never on camera
 - ❖ Not looking at camera
- Clothing/Grooming
 - ❖ Background and environment – cluttered, calm
 - ❖ Clothing and grooming – impacts perception, feelings



Verbal communication

- **Listening may be the most accurate way to discern emotion**
Be mindful of cultural differences and individual communication styles

- **Consider:**

- ❖ **Word choice** – positive/uplifting, critical, assertive, friendly
- ❖ **Pitch** – volume changes, high pitch, whisper, yelling
- ❖ **Tone** – warm, enthusiastic, harsh, flat, subdued
- ❖ **Speaking Rate** – fast, slow
- ❖ **Response time** – quick or delayed

I'm going to need a clone!

One more thing to add to the list!

Who came up with this?

We can do it!

I think it will really help!

You gotta be kidding me!

Are they going to make time...?

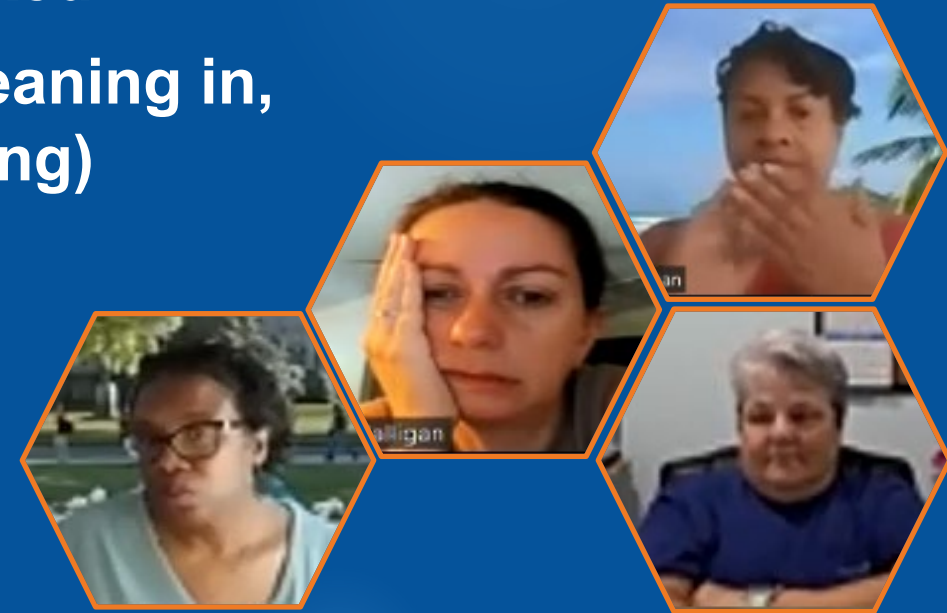
Non-Verbal communication

- Are participants engaged, interested, and responsive?
- Are they making appropriate eye contact and nodding to show understanding and empathy?
- Eye contact
- Facial Expressions
 - ❖ **Eyebrows** – raised, furrowed
 - ❖ **Eyes** – open, wide, squinted, covered
 - ❖ **Lips/mouth** – tightened/pursed, pinched, open
 - ❖ **Nose** - wrinkled
 - ❖ **Cheeks and Jaw** – clenched, tongue, chin quivering
 - ❖ **Coloring** – blushing, flushed



Non-Verbal communication

- **Body language** – when comfortable, muscles are generally relaxed
 - ❖ **posture & body orientation** – direct, turning away, leaning back, upright, slouching
 - ❖ **gestures** – pointing, waving, clenched fist
 - ❖ **arm positioning** – crossed, open and relaxed
 - ❖ **movements** – head nodding or shaking, leaning in, ventilating, repetitive movements (stimming)
 - ❖ **shoulders** – shrugging, slumped
 - ❖ **head tilt** – direct, relaxed
 - ❖ **fingers** – straight, stiff
 - ❖ **proximity** – close or distant



How Do We Fix

- Support Positive EI
- Emotional Reset
- Set the Tone
- Handle Negative EI



Support Positive EI

- Establish clear communication channels and etiquette
- Create a safe space for open and honest communication
- Use video whenever possible
- Provide regular feedback and recognition
- Engage in team building activities
- Encourage self-care and well-being
- Foster social connections
- Lead by example



Emotional Reset / Self Reflection

➤ **W I S E R** - flexibility in how we handle the situation

- ❖ **Watch** – Self reflection / Observation
- ❖ **Interpret** – Think before acting
- ❖ **Select** – Deliberate course of action
- ❖ **Engage** – Allow for interaction and feedback
Accept that you may be challenged-resolve to manage it
Prepare beforehand / Practice deep breathing
- ❖ **Reflect** – Take time to think about how things went

“The WISER model: How not to be at the mercy of your emotions”, March 2023 -[BigThink.com](https://www.BigThink.com)

“[The Good Life: Lessons from the World’s Longest Scientific Study of Happiness](#)”,
Waldinger R & Schulz M (2023), Simon & Schuster.

Set the tone for your virtual meeting

- Create an environment that encourages active participation, collaboration, and a sense of well-being

On this squirrel scale,
how do you feel today?

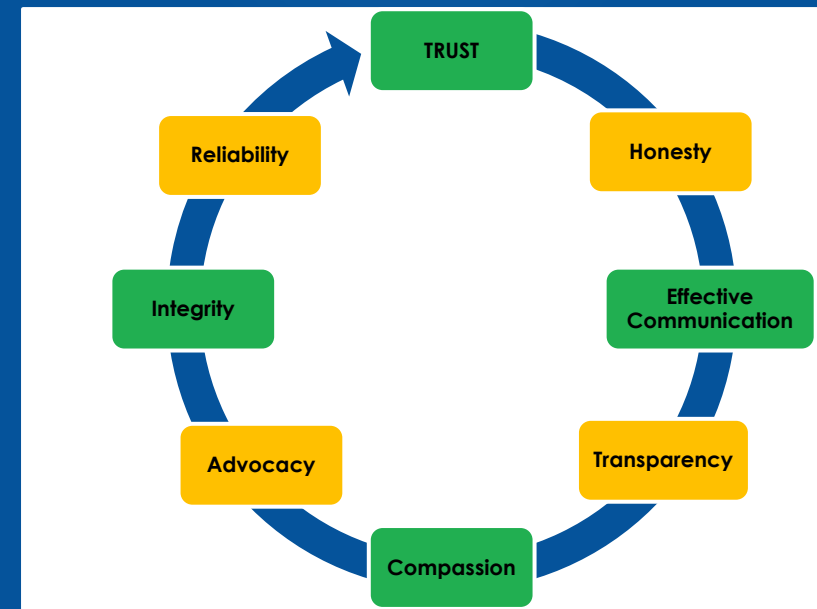


- ❖ Share the agenda or objective ahead of time
- ❖ Welcome participants warmly or enthusiastically
- ❖ Express gratitude and appreciation, Kudos/Shout outs
- ❖ Encourage participation and engagement
- ❖ Break the ice with a fun activity
- ❖ Use visual elements when possible
- ❖ Set a positive intention

Managing negative EI

➤ Requires empathy, active listening, and open communication

- ❖ Address privately
- ❖ Stay calm and composed
- ❖ Practice active listening
- ❖ Observe and evaluate the situation
- ❖ Avoid assumptions and judgement
- ❖ Validate emotions
- ❖ Use 'I' statements to share observations and express concerns
- ❖ Redirect the focus and set boundaries
- ❖ Offer support and understanding
- ❖ Provide resources
- ❖ Take a reset
- ❖ Check back in



Managing negative EI

- **Ask open-ended questions to encourage employee to elaborate and explore the context and triggers**
 - ❖ How are you feeling right now?
 - ❖ Please share your thoughts and emotions about the specific issue.
 - ❖ Did something happen in the past which influenced your feelings on this issue?
 - ❖ Tell me why you think you reacted this way?
 - ❖ What are your worries or concerns?
 - ❖ Is there anything at work or in your personal life that might be influencing your emotions about this issue?
 - ❖ What's the most challenging aspect of dealing with these emotions for you?
 - ❖ What are some techniques you have used previously to deal with strong emotions?
 - ❖ What kind of support or resources do you think you may need?



“The most effective leaders are all alike in **one crucial way:**

They all have a high degree of what has come to be known as emotional intelligence...

Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.”

- Rutgers psychologist Daniel Goleman 1998

<https://hbr.org/2015/04/how-emotional-intelligence-became-a-key-leadership-skill>

Resources

El Quiz -

<https://www.mindtools.com/pages/article/ei-quiz.htm>

Reading the Minds Eye Test -

<https://psytests.org/arc/rmet/en.html>

Virtual Team Building Activities

Jeopardy -

<https://jeopardylabs.com/browse/?q=research+administration>

Emoji Game -

<https://toppartygames.co/products/the-emoji-game-100-rounds-powerpoint-game>

Google Search: *Memes-How are you feeling?*

Leading From Anywhere: The Essential Guide to Managing Remote Teams – David Burkus -

<https://davidburkus.com/books/leading-from-anywhere/>

Emotional intelligence: Why it can matter more than IQ – Daniel Goleman -

<https://www.danielgoleman.info/>

Forbes (2022, May 4) Alex Argianas: *Adopting Emotional Intelligence in the Workplace is More Than a 'Nice to Have'*

The Art of Listening in Virtual Teams

<https://www.aptimore.com/article/the-art-of-listening-in-virtual-teams/>

Emotional Intelligence in Leadership =

- <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>
- <https://www.mindtools.com/ax3ar6w/emotional-intelligence-in-leadership>

Leaders (2023, March 22) Colin Baker: *Emotional Intelligence in the Workplace: What You Should Know*



Thank You!

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