

## **CII Case Study for Application**

### **Session: Emotional Intelligence**

Below is a short case study which builds on the concepts and examples presented in today's session. It highlights the opportunity for emotional intelligence to be demonstrated by all team members, across departments and levels, and with internal and external stakeholder groups. As you read the case, think about how it compares to what you might observe in your own organization.

#### **Scenario**

The regional office of a national tech services company is preparing to launch a new customer-facing platform. The project team has been meeting virtually twice a week for the last six months. During one meeting Maya (a senior manager in Product Innovation) presents a revised timeline. Jordan (a mid-level analyst in Operations) has been tracking service delays and tries to raise concerns about this timeline but consistently gets talked over. He works remotely and is generally less vocal. After being interrupted twice, he decides to stop contributing.

Alix (director in Sales/Client Relations) joins the call 15 minutes late and immediately pushes for an even faster launch date to meet a customer commitment that he made without consulting the team. His tone is urgent and somewhat dismissive when others pose challenges, especially with Nan who is a new hire in Customer Support. She tries to express the need for additional testing based on customer feedback about issues with the platform, but feeling intimidated by Alix's seniority, downplays her concerns.

Shortly after the meeting a major business customer emails concerns about some unresolved service issues. Nan hesitates to share the message with the team because she does not want to be blamed for slowing things down, and instead just makes a note of this. Meanwhile, Jordan vents in private to a coworker after the meeting saying that the team never listens unless you're a director or happen to be the loudest voice in the room. At the next virtual meeting cameras are off and participation is minimal. The launch date is still unclear, and the concerns raised by customers have still not been fully addressed.



As a team talk through the four questions below and be ready to share a couple of insights with the group at large in 15 minutes.

1. How might you retell the scenario to match with your organization's culture and dynamics?
2. What personal strategies might an individual employ in a virtual meeting when they are feeling unheard or dismissed?
3. What could all team members do to raise self-awareness, repair trust, reengage individuals who have stopped contributing, and engage customers? Keep in mind how power dynamics could be addressed, the four pillars of EQ, and the potential cost to the business if these issues are not addressed?
4. What three things can members of your cluster commit to when you leave today's session to enhance emotional intelligence within your work environment? How will you measure the impact?