

Emotional Intelligence

Presented by: Erika Walker, President

THE WALKER THOMAS GROUP

May 8, 2026



Today's Agenda

Welcome

Level Setting on EQ

EQ's Relation to a High Performing & Inclusive Workplace

Determining your EQ

Developing EQ in yourself, others, and in your teams

Ten Minute Break

Case Study Application & Facilitated Debrief

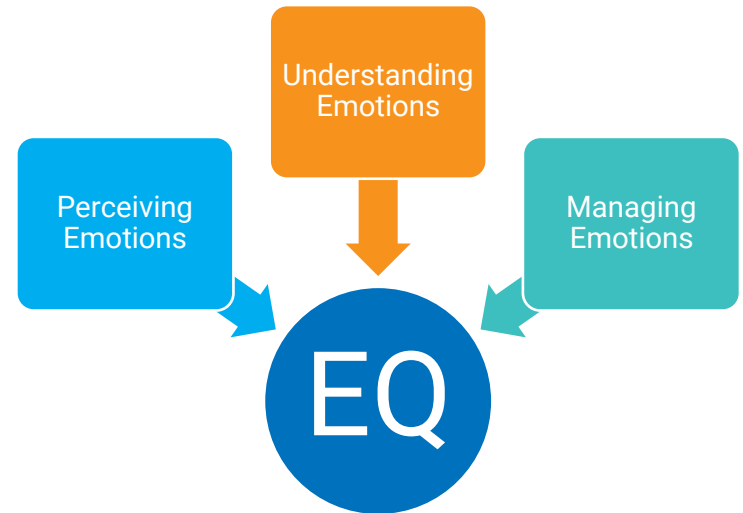


On the way to this workshop...



What is it?

Emotional intelligence is the ability to recognize, address, and manage one's personal emotions and those of others.





With emotional intelligence,
the question is not ...

*“Will strong feelings
or emotions arise?”*

BUT

*“How do we handle
them when they do
arise?”*





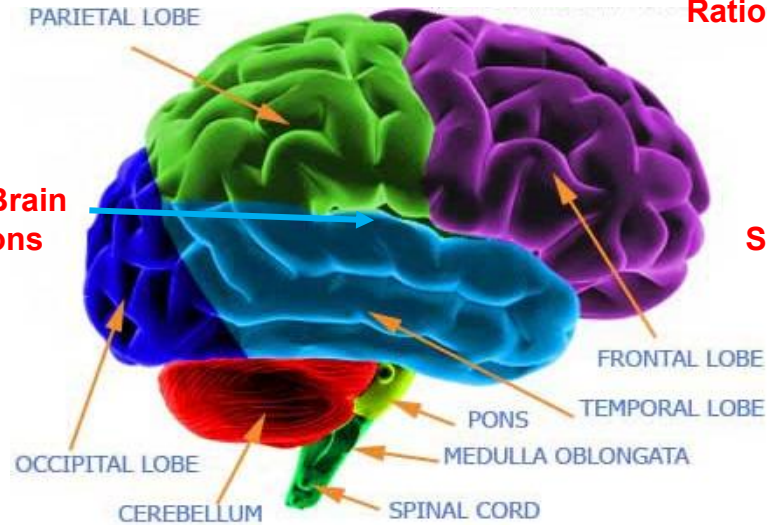
EQ starts in the brain

EQ
Parallel Processing
Right Brain

Neocortex
Higher Order Thinking
Rational Brain

Limbic Brain
Emotions

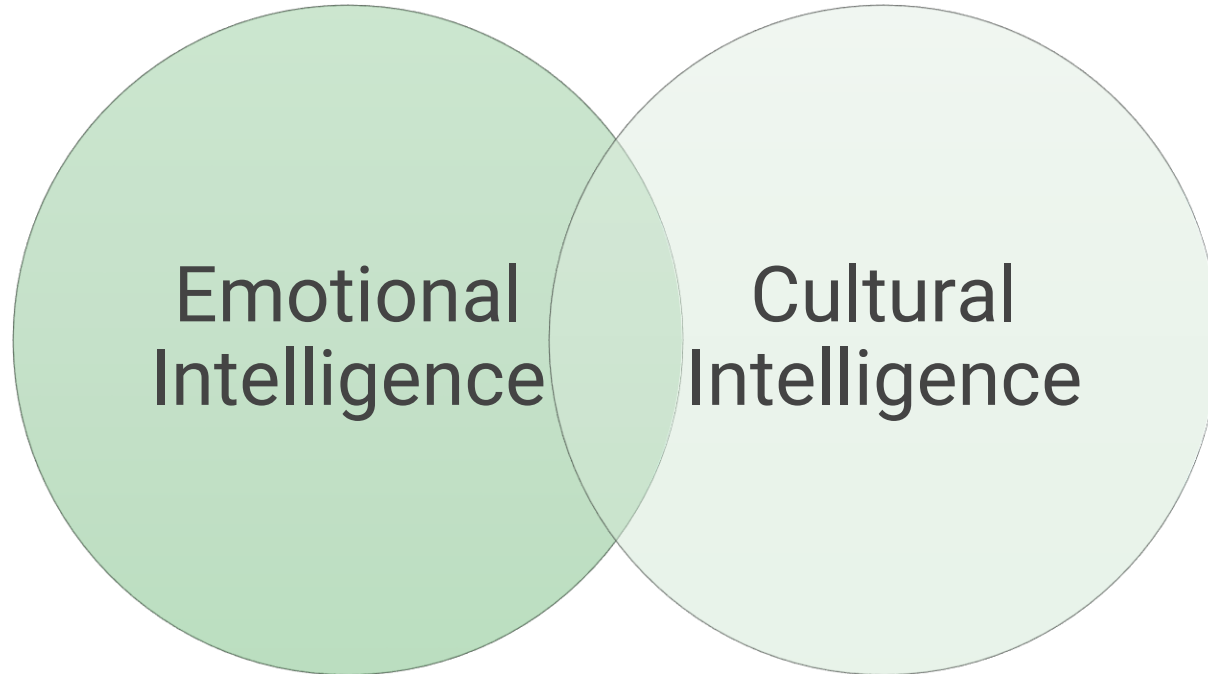
IQ
Serial Processing
Left Brain



Brain Stem
Survival

Comparison to Other Intelligence Indices

SOCIAL INTELLIGENCE



- Perception and interpretation of cues
- Sensitivity to complex situations
- Flexibility in behaviors
- Effective interaction with others
- Continuously learning
- Perception and interpretation of emotional cues
- Understanding emotions
- Facilitating emotional thought
- Empathizing
- Effective emotion management
- Expressing of emotion
- Continuously learning
- Perception & interpretation of cultural cues
- Possessing cultural knowledge
- Effective processing of cultural information
- Suspension of judgment
- Exhibition of appropriate cultural behaviors
- Transfer of skills to different cultural contexts
- Continuously learning
- Motivation to learn about cultures



EQ and DEI

Emotional
Intelligence

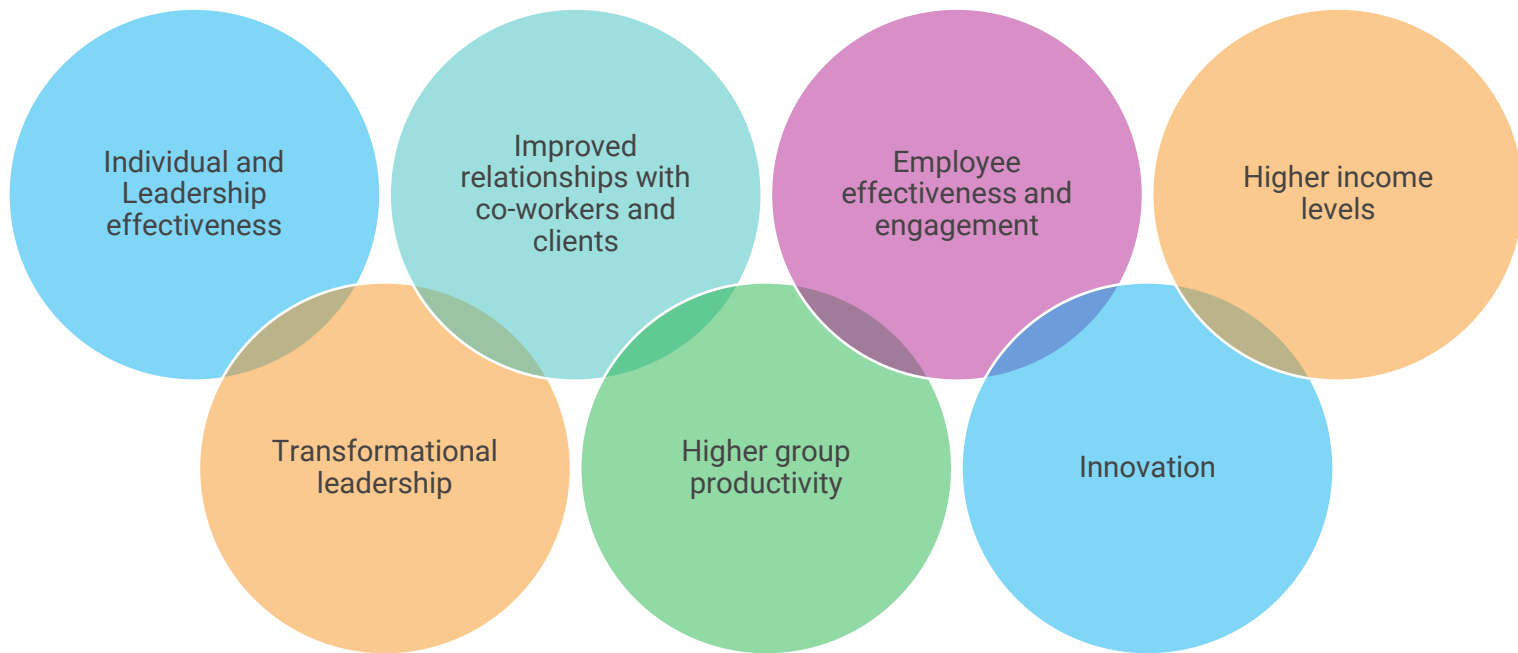


Diverse/
Inclusive Work
Setting



Why is EQ important to organizations?

EQ is a key predictor of . . .





EQ Competencies

Awareness



SELF AWARENESS

- Emotional Self-Awareness



SOCIAL AWARENESS

- Empathy
- Organizational awareness

Behaviors and Actions



SELF MANAGEMENT

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook

Personal Competence



RELATIONSHIP MANAGEMENT

- Influence
- Coaching and mentoring
- Conflict management
- Teamwork
- Inspirational leadership

Social Competence

Case Scenario

Self Awareness

Emotional self-awareness

Self Management

Emotional self-control

Adaptability

Achievement orientation

Positive outlook

Social Awareness

Empathy

Organizational awareness

Relationship Management

Influence

Coaching and mentoring

Conflict management

Teamwork

Inspirational leadership





Group Discussion

- What could Karen stop or start doing to demonstrate more EQ?
- What could others do, e.g., leadership, other project team members?



How to Determine your Level of EQ

- Self Monitoring
- Feedback from Others
- Tools
 - ✓ Hogan EQ Assessment
 - ✓ ESCI – 360 Assessment
 - ✓ Mind Tool’s Test (15 items)
 - ✓ The University of California at Berkley’s test (20 items)
 - ✓ Institute for Health & Human Potential (17 items)
 - ✓ Psychology Today’s test (146 items)

Self Assessment

		Strength	Work in Progress	Clear Development Area
Self Awareness	Emotional self-awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self Management	Emotional self-control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Adaptability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Achievement orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Positive outlook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Awareness	Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Organizational awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship Management	Influence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Coaching and mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Conflict management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Inspirational leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
			<input type="radio"/>	<input type="radio"/>

How to Develop EQ

It's the little things, and like anything you are trying to develop, it takes consistent practice



Reflection

Recall a recent event at work where you felt stressed.





How to Develop/Enhance EQ within Yourself

Practice noticing how you feel

Review feedback

Find ways to release stress outside of work

Listen with an open mind

Practice observing others

Delay action in an emotionally charged situation

Practice active listening and paraphrasing



Questions to Ask Yourself



SELF AWARENESS

I know what I just said, but what am I feeling right now?

Why don't I look forward to conversations with ____?



SOCIAL AWARENESS

Why might this group of new hires be so reluctant to reach out to more senior level employees for assistance?

How does their experience differ from mine during my early career?



SELF MANAGEMENT

Why do I feel so defeated because I didn't get a chance to work on the project I wanted?

Is this really a setback?

What can I learn from it and do differently?



RELATIONSHIP MANAGEMENT

Does the team have a clear picture of what we are trying to accomplish?

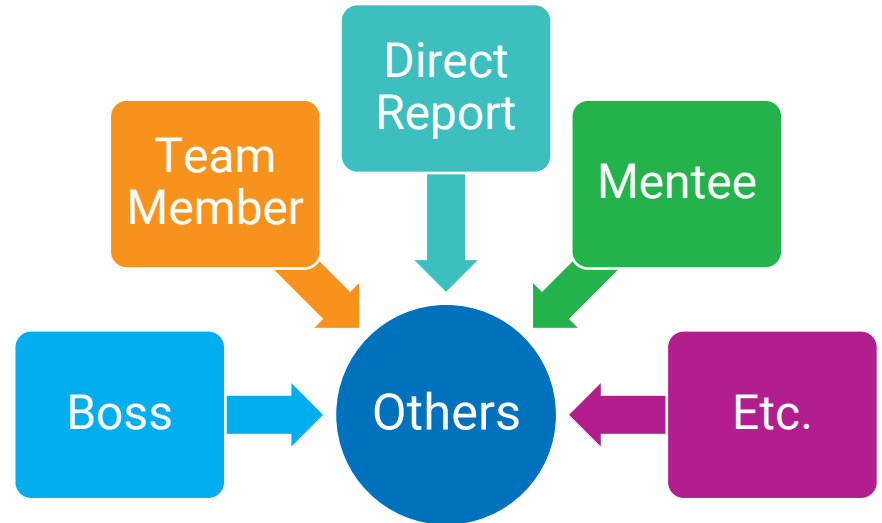
Does the vision include them? Do they value the pathway we are using to get there?

Were their insights collected?



Developing EQ in Another Individual

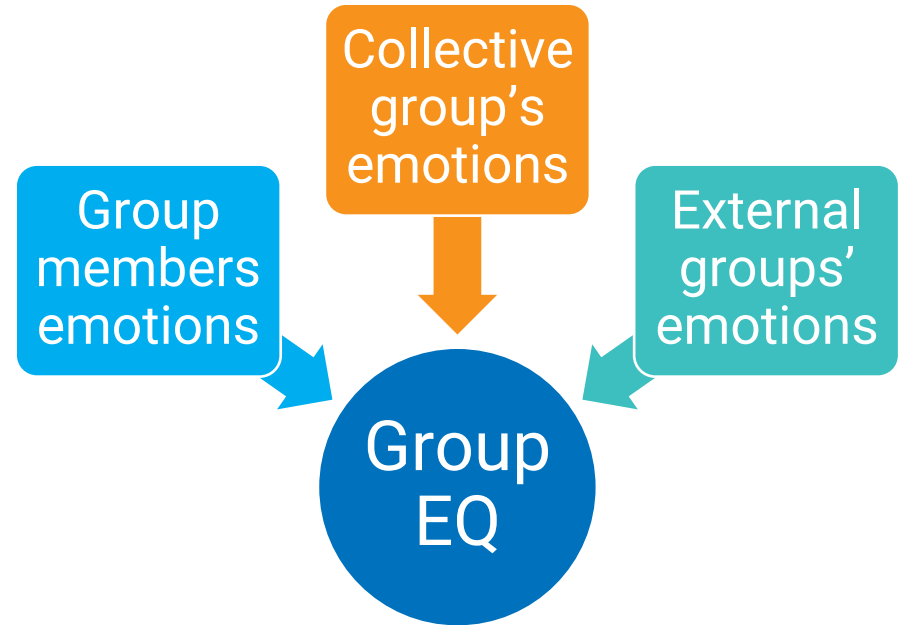
- Can't change someone's EQ unless they want to change
- Help the individual find a **reason** to change
- Help the individual identify the GAP and create a motivating goal
- Engender **trust** to facilitate open communication



How to Develop an Emotionally Intelligent Work Group

Calls for awareness and regulation at a higher level:

- Model EQ in your behaviors
- Establish group norms that foster EQ
- Ignite passion through vision and appreciation
- Be in tune to workplace stressors and put methods in place that help employees manage stress
- Recognize the needs and feelings of other groups





Point / Counterpoint



What might
get in the
way of ...?

What can I
tell myself
or do when
this
happens?

What other
resources
exist?

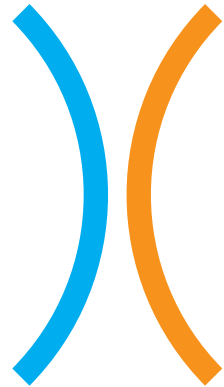
EQ Application



Wrap-Up



Questions



Break



Case Study &
Facilitated Debrief

Connecting the Dots

Key take-away messages from case study: What personal strategies might an individual employ in a virtual meeting when they are feeling unheard or dismissed?

- Having meeting notes, minutes, and an agenda could keep everyone on the same page. They should know who is going to be talking about what subject and when. Someone said, they use Teams and they have to raise hands in Teams to know the participant want to speak up. This helps everyone feel heard. You can share your concerns with your manager in a meeting beforehand. Then the manager can raise the concerns for you during the meeting. People are more likely to listen if the manger raises the concerns for you.
- Have a meeting before the meeting with your individual teams. Talk to people to share ideas so everyone knows the situation. You can test ideas on each other and get your whole team on the same page. Then people will be better prepared for the bigger meeting.
- You can't change people that don't want to change. People have to take personal responsibility for their emotions. They have to step up and be vocal.

Connecting the Dots

Key take-away messages from case study: What could all team members do to raise self-awareness, repair trust, reengage individuals who have stopped contributing, and engage customers?

- The team needs to align on its goals and what's important. If people are not clear on the goals they need to step up and ask. If you have people coming into the meeting late and if other people don't participate, then why do you have them in the meeting.
- There is someone leading the meeting, they need to take control. If someone comes in late, get them up to speed so they can participate effectively. Consider that everyone has a role to play on the team to raise your self-awareness.
- Make sure the project plan is updated the day before the meeting. Then when they have the meeting participants can give updates and explain how it is impacting the project. Everyone can present on what is happening in each of their areas to give the meeting more structure.
- You may not be comfortable sharing with your executive director in the room. So, create a safe space to share by having pre meetings. Bring someone in from the outside that can be objective and can give you a different perspective on the situation.

Connecting the Dots

Key take-away messages from case study: What three things can members of your cluster commit to when you leave today's session to enhance emotional intelligence within your work environment?

- I can use these phrases with my team, “What do you need from me?” and “How can I help?”. This will help build trust.
- I can leave room for other to speak up and create a safe space by having a post meeting to ask for feedback.

Wrap-up and next steps

Submit survey responses

Schedule monthly coaching meetings with your coaching partner

Look for opportunities to apply principles from today's session in your day-to-day

Connect with your coaching partner and ask about ways they can apply or have applied the session principles

Next session:

- Friday, June 5, 2026, Cross-Cultural Communication (CG) & Receiving Feedback/ Coping with Setbacks (Fellow)
- July 15, 2026, Subtleties of Inclusion and Exclusion (Executive Sponsor & Direct Manager).

THANK YOU