

# EMOTIONALLY INTELLIGENT MANAGER DO'S AND DON'TS

High emotional intelligence (EQ), the ability to manage one's emotions and understand the emotions of others, overlaps with strong interpersonal skills, especially in conflict management and communication – crucial skills in the workplace. It's important for people managers to be emotionally self-aware, view conflicts objectively, understand their own strengths and weaknesses, and respond with empathy and humility. Employees who feel understood, appreciated, and valued at work are happier and more productive.<sup>1</sup> Here are several examples of how managers can practice emotionally intelligent interactions with their team.

## SITUATION 1:

A manager and their team are experiencing frequent miscommunications, causing frustration and tension.

**DON'T:** Expect all team members to sync to the manager's communication style or ignore employees' preferences.

**DO:** Learn more about each team member's communication style, from tactical to emotionally driven, to better motivate and support the team.

**EQ-CONSCIOUS CONCLUSION:**  
The manager and team reduce miscommunications and frustration and improve feelings of trust and connection



## SITUATION 2:

The manager feels disappointed about an employee's recent poor performance.

**DON'T:** Scold the employee during a team meeting, adding a personal insult for emphasis.

**DO:** Schedule a one-on-one meeting with the employee to understand their situation better, discuss potential reasons why the employee is performing poorly, and offer support.

**EQ-CONSCIOUS CONCLUSION:**  
The employee feels heard and is willing to improve their performance with the manager's support.



## SITUATION 3:

A high-performing employee needs little instruction to complete high-quality work.

**DON'T:** Ignore the employee's needs to focus on those who need more support.

**DO:** Check in with how the employee feels, ask if they need support, and discuss how they can continue pursuing their personal and professional goals.

**EQ-CONSCIOUS CONCLUSION:**  
The employee feels appreciated, connected, and realigned with their goals.



## SITUATION 4:

An employee asks their manager for more professional and emotional support.

**DON'T:** React defensively, vent your own frustrations, and scold the employee for not saying something sooner.

**DO:** Validate the employee's feelings, discuss how you can support or redistribute the employee's workload, and encourage the employee to take more breaks during the day.

**EQ-CONSCIOUS CONCLUSION:**  
The employee feels supported and more willing to discuss issues with their manager.

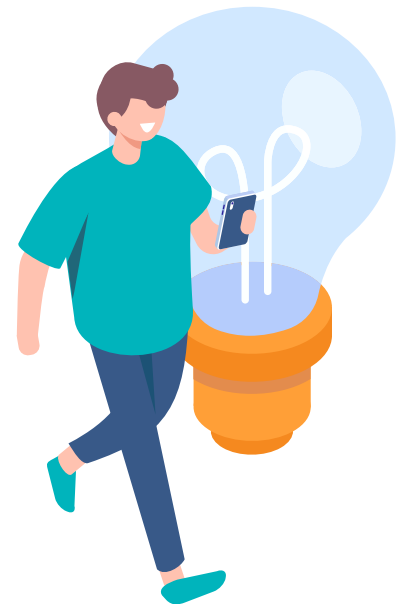
## SITUATION 5:

The manager wants to discuss an upcoming project with their employee.

**DON'T:** Ask to speak with the employee at the end of the day with no additional context.

**DO:** Ask the employee to discuss an upcoming project and schedule a meeting time.

**EQ-CONSCIOUS CONCLUSION:**  
The employee feels at ease and better prepared to speak with their manager.



## SITUATION 6:

The manager notices that a new employee is struggling during training.

**DON'T:** Express disappointment and shame them into learning the job responsibilities quicker.

**DO:** Acknowledge that it may take time for the employee to grasp certain job responsibilities, ask for feedback on the training process to discover what gaps exist for the employee, and discuss how you can support those areas

**EQ-CONSCIOUS CONCLUSION:**  
The employee feels motivated, supported, and more comfortable talking to their manager when they need help.

For more information about EQ, visit the Yale Center for Emotional Intelligence at [www.ycei.org](http://www.ycei.org)

1. Spatz, Steven. "Why Making Your Employees Feel Valued Is a Good Business Decision." Medium, Mission.org, 17 Aug. 2018, <https://medium.com/the-mission/why-making-your-employees-feel-valued-is-a-good-business-decision-d303a02abbd4>.