

What's this leader missing?

I'll give you a scenario, and I'd like you to discuss what aspect of Ability EI this leader is missing and how they can change for the better.

Question

It was clear to everyone that Joe understood his colleague's emotions (for example, by perceiving their facial expressions correctly), and that he understood why his colleagues felt a certain way and how their emotions would change based on the situation. Nevertheless, his colleagues still felt that Joe is cut-off or removed emotionally from the rest of them. Which one of the 4 related Ability EI skills might Joe be missing? (Perceiving Emotions, Using Emotions to Facilitate Thought, Understanding Emotions, and Managing Emotions).

Answer

Managing Emotions is a problem for Joe. The main problem is that Joe has difficulty integrating his emotions and thoughts, as it is this integration that leads to effective decisions.

Let me discuss in some detail what this integration requires/means...

So, this is an example of how a colleague can perceive your emotions properly, understand why you are feeling a certain way, yet you can still end up feeling like there is a disconnect between them and yourself.

It is not enough for your colleague to accurately perceive your facial expression as sadness, to understand why you are sad, and for them to solve that concrete problem. (The immediate sadness). The other aspect of importance is that your colleague starts using this information and applying it to their decision making. In other words, they need to know how to manage emotions, and this occurs through integrating emotions and thinking. It is not enough to solve the concrete problem that caused sadness, for example. It is imperative that the colleague acts and makes decisions to address the emotional aspect of the problem.

For example, if one employee steals from another, it is not enough to give the item back. The colleague must find solutions for such internal problems or problems among workers. This means the individual must prioritize engaging with emotional information as to integrate it into their decision making, and not simply perceive and understand it correctly.

The management of emotional problems internally/among workers has to be a priority. This aspect is sometimes neglected because individuals think that perceiving what people are thinking and understanding is more important. But if no managing of emotions takes place, it can eventually feel like the person is not a leader or is just someone that doesn't really care.

Finally, check out lecture near the beginning where I discuss the 4 Related Abilities of Ability EI!