



HOW TO RE-ENGAGE AND RE-ENERGIZE YOUR WORKFORCE

The Ultimate Guide to navigating the
new talent landscape



THE ULTIMATE GUIDE SERIES
Emotional Intelligence



Following turbulent events during the past few years, employees have adapted to new ways of working, shown great flexibility, often embraced new technology and juggled multiple demands to continue their commitments to your organization.

Organizations now need to re-engage and re-energize people by providing a clear and inspiring vision, creating a positive climate and ensuring the well-being and safety of their workforce.



THE ULTIMATE GUIDE SERIES
Emotional Intelligence
by Jo Maddocks, Chief Psychologist

Three core strategies will give you a platform for focusing your attention over the coming year:



Inspire

A compelling vision providing clarity, optimism, and inspiration will be key to recovery. People have worked hard through the crisis and will need clear direction to maintain energy and reset focus.



Engage

How do your people feel? How are their commitment and engagement levels? These considerations are important for engagement and talent retention.



Support

Creating a resilient workforce that can manage new challenges will be critical to your organization. Sharpening the focus on well-being will be key to making work sustainable.

Underlying these three strategies is the concept of Emotional Intelligence (EI), defined as ‘how a person manages their personality to be both personally and interpersonally effective.’ EI is, therefore, the missing link that turns personality into effective performance.

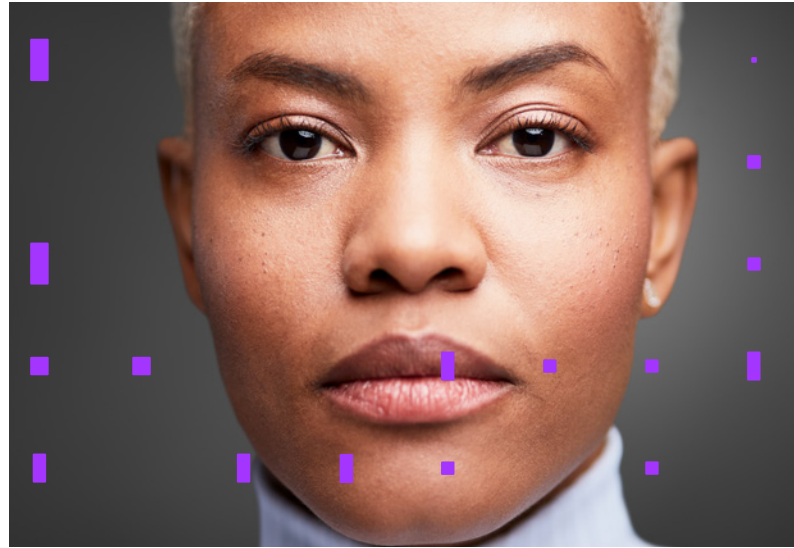
Our evidence shows the clear impact of EI on both engagement and well-being:

As well as demonstrating greater staff engagement and job satisfaction, employees with higher EI have been shown to have increased retention, reduced attrition, fewer work-related accidents and grievances, and greater career advancement. Fascinatingly, the EI attributes that relate to an individual’s engagement are quite different from those required by leaders to engage others. With regard to leaders who create an engaging and motivational climate, our analysis shows that their key attributes are all interpersonal aspects of EI (see tables 1 and 2 on the following page).

Developing EI has also proven to be a valuable method for building resilience, reducing stress, and enhancing well-being. Research indicates that greater EI facilitates more positive emotional states and fewer negative moods, thereby achieving a greater sense of well-being.

A global leadership research company that followed 20,000 new hires over three years found 23% failed because of both their poor understanding and management of emotions.

The Future of Jobs survey ranked EI as one of the top 10 skills that would be a necessity during the next few years



EIP Scale	Link to engagement
Goal directedness	Clear on personal needs and goals
Personal power	Feels empowered and self-determined
Flexibility	Willing to move outside of own comfort zone
Balanced outlook	Keeps problems and difficulties in perspective
Interdependence	Enjoys working with others without being reliant
Emotional resilience	Able to bounce back from setbacks easily

TABLE 1:
Key aspects of EI that relate to individual engagement¹

EIP Scale	Link to engagement
Awareness of others	Pays attention to how others are feeling
Interdependence	Consults and involves others when necessary
Connecting with others	Invests time and energy in building relationship
Regard for others	Values individuals and respects their views and opinions
Trust	Has faith in people, while being realistic in expectations

TABLE 2:
Key aspects of EI which drive leadership engagement

¹ Maddocks, J., & Hughes, D. (2019). The Emotional Intelligence Profile (EIP3) technical manual. Talogy.

8 ways that EI supports engagement and well-being at work*

1. Individuals with high EI tend to be **more satisfied at work, committed to their organization**, and less likely to leave.
2. EI adds **clear incremental value** in predicting positive work attitudes over and above broad personality traits and cognitive ability.
3. People high in EI are **better at regulating their emotions** to increase positive feelings and reduce negative feelings, which in turn leads to greater job satisfaction.
4. EI (measured by the EIP3) accounts for **just under one-third (31%)** of an individual's level of work engagement.
5. High levels of employee engagement **lead to positive organizational outcomes**, such as improved sales, productivity, customer service, and safety.
6. Increasing employee well-being **can improve the bottom line**.
7. High EI is associated with better **psychological, psychosomatic, and physical health**.
8. Developing EI has been linked to **improved resilience, reduced stress, and enhanced well-being**.



* Evidence-based research studies taken from: The impact of emotional Intelligence in the workplace. Talogy, 2019.

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The lights are turned on: leaders are more genuinely interested in their people, and I notice how much the Leading Through Emotional Intelligence Program has helped everyone from a health, well-being, relationship-building, and management point of view. More leaders are now able to coach themselves through difficult personal and interpersonal territory. //

Neil Miles

Leadership Development Manager, British Gas

How to take action on Emotional Intelligence

At Talogy we are committed to helping our clients to inspire, engage and support their workforce. These are the three core pillars that will enable organizations to re-engage and re-energize their workforce over the coming year.

1. Inspire

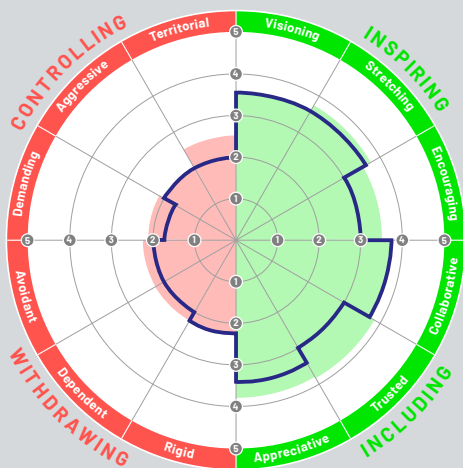
Why should people listen to you? How does it feel to be led by you? These are the types of questions that reveal the leadership climate of an organization, i.e. how it feels to be part of your organization. **The Leadership Climate Indicator (LCI)** is a measure of the climate and engagement created by leaders in your organization. Using the LCI will help build an emotionally intelligent workplace where people can thrive, flourish and innovate.

2. Engage

Take a deeper dive into the potential of your employees with the **Emotional Intelligence Profile (EIP3)**. EIP3 will better equip your leaders to manage themselves and get the best out of others. The EIP3 framework provides a proven model for developing individual potential by addressing the three building blocks for growth: Performance (Behavior), Engagement (Feeling), and Well-being (Attitude).

3. Support

Support all employees by investing in their well-being and personal development on a regular day to day basis. The key to making change sustainable over time is making sure people put good intentions into practice. The **EI Zone app** gives every individual ongoing support and activities to continually develop their Emotional Intelligence. Whether this is feedback on questionnaires, a daily check-in on their feelings, or a 21-day habit change programme.



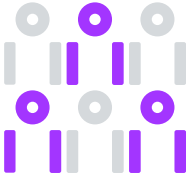
The Leadership Climate Indicator (LCI)

The Ultimate Guide to navigating the new talent landscape

This playbook for HR leaders dives into the future-critical areas of impact that every organization needs to keep top-of-mind and outlines actionable strategies to:



Re-imagine your talent life cycle



Build a diverse and inclusive workplace



Get back to business safer



Hire, develop, and lead an effective remote workforce



Lead the way back through turbulent times



Re-engage and re-energize your workforce

