

Developing Emotionally Intelligent Leadership at Scale

Background

In this initiative (and as part of a larger development program), EQ was identified as an essential leader skill with research supporting a direct connection to employee engagement and retention.

97%

Rated
Workshops
Positively

Goal

Through a three-part design (**self-assessment, small-group workshops, and a large-scale virtual event**), the initiative aimed to:

- **Demonstrate connection between EQ and workforce engagement and retention**, both with direct reports and across the broader culture.
- Provide opportunities for leaders to **reflect on their strengths and growth areas**, building greater self-awareness and influence.
- **Set expectation for seasoned leaders** to continue to develop their emotional intelligence, while providing feedback to direct reports.

Solution

We identified a vendor partner that offered:

- **Valid and reliable assessment** to provide a solid foundation for leader self-reflection.
- **Ability to customize content** specific to the audience and organizational context.
- **Alignment of philosophy with our values and goals** (Their belief: “Everyone is already emotionally intelligent, and the goal is to become more emotionally intelligent, more of the time.”)
- **Toolkit to improve individual competencies** and sustain growth over time.

Impact

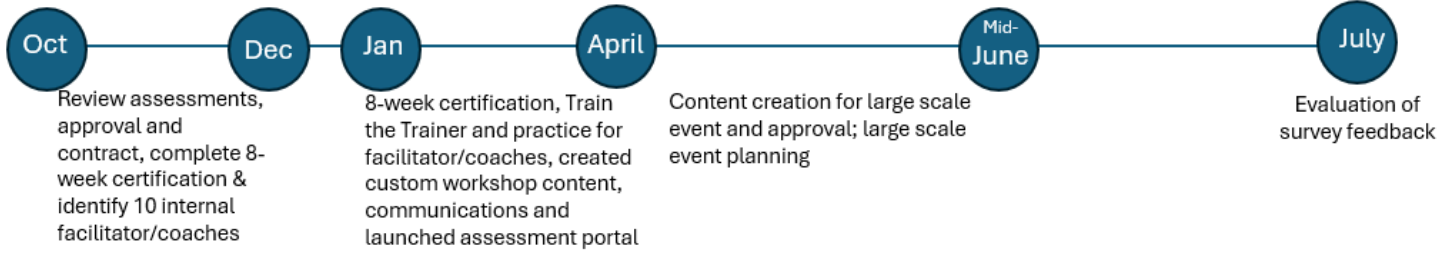
- Offered leadership assessments, small-group, virtual workshops and a large virtual event to 400 leaders.
- **97% of leaders rated workshops positively**, 82% said they had a better understanding of EQ as a result of workshop and 92% rated large scale virtual event positively
- **Set expectations for leaders developing emotional intelligence in their direct reports**, reinforcing accountability beyond individual growth.
- **Built sustained capability** by training and certifying a network of 10 facilitator/coaches.
- **Extended impact** by adapting workshop content for additional leaders groups.

My Role

- **Led assessment selection** with peer to ensure alignment with client goals and program objectives.
- **Led program design** by customizing content for workshops and the large-scale event.
- **Expanded organizational capability** by coordinating certification for 10 facilitators.
- **Oversaw implementation of the assessment website, communication plan**, and design of infographic.
- **Facilitated delivery of both workshops and the large-scale event.**
- **Measured impact** by analyzing survey results and integrating insights into future programming.

Project Timeline

Preparation



Leader Experience



Key Insights

- **Demonstrated ongoing value for experienced leaders:** Survey feedback showed even highly accomplished leaders benefited from revisiting emotional intelligence concepts, especially when paired with self-assessment and expectations to provide feedback to direct reports.
- **Embedded capability within HR:** Training 10 facilitators extended reach and ensured emotional intelligence became part of ongoing leader consultations and development conversations.
- **Built a culture of accountability:** By positioning emotional intelligence as both an individual competency and a leadership responsibility, the program fostered a culture where leaders were expected not only to grow personally, but also to actively develop others' EQ.

Developing emotional intelligence at scale requires more than workshops—it takes providing leaders with an opportunity to self reflect through an assessment and tools, setting clear expectations, and building internal capacity to coach leaders over time.

Let's talk about the results
you want to achieve



Supporting Research

- **Empathy and Engagement:** 76% of employees who experienced empathy from their leader reported being engaged, compared with only 32% who experienced less empathy. Those with empathetic leaders were also more likely to feel included, intend to stay with their employer, and demonstrate greater ability to innovate and manage work demands (Brower, T., 2021. Empathy Is the Most Important Leadership Skill According to Research. Forbes).
- **Protective Effect of EI:** Social and emotional intelligence may have a “protective effect” that moderates the impact of negative emotions and stressors on physical health (Zysberg, L., 2018. Emotional Intelligence and Health Outcomes. Psychology).
- **EQ and Leadership Performance:** 80–90% of high-performing leaders are differentiated by high emotional intelligence, which is twice as important for predicting performance as technical skill or IQ (Goleman, D., 1995. Emotional Intelligence.).