



## **Inward Focus report on Leading with Emotional Intelligence**



## Background

Humans are emotional beings. Emotions help us convey information about our moods, feelings and energy. The ability to understand and process specific and varied emotions is critical to the way we interact with the world around us in any given context or situation, and has an important bearing on our relationships. This ability to identify and process one's emotions, as well as of others we interact with, and the ability to choose the right behaviour and make the right decisions despite these, constitutes the notion of Emotional Intelligence, more commonly abbreviated as EI.

Especially at the dynamic workplaces of today, a leader must make optimal decisions at all times; emotions play a significant role here by impacting the effectiveness of decisions made and overall motivation levels at the workplace. A high IQ (Intelligence Quotient) may accelerate initial career trajectory, but it is not exclusively sufficient to ensure success as one moves up the corporate ladder to take on senior roles, especially those that require people management. In the highly interconnected economies of today, even subject matter experts without others reporting into them cannot avoid having to interact with others to achieve their objectives. EI explains this ability to handle yourself and others in inter-personal situations. The Harvard Business Review avers that emotional intelligence is "the key to professional success." A leader's job is to engage a team to do work beyond the capacity of any one individual and enrolling people to utilize their full potential.

## Objective of Survey

Inward Focus recently conducted an independent survey with a group of working professionals from across India on the subject of EI and its relevance in the organisations of today. It is an attempt to understand where working professionals are with respect to EI and to shed light on perceptions and practices related to EI. This study threw up several insights from the responses of working professionals related to the evolution of the concept, and its impact on making workplaces more engaging and enriching.

## The Survey Methodology

The survey conducted by Inward Focus questioned nearly 100 working professionals across mid-senior management levels across locations in India. The questions sought to elicit the respondents' perception on the role EI plays in the workplace, whether it determines success, their own assessment of their current EI levels, and whether their organisations focus on improving the EI of their employees.

## Key Findings From The Survey

The results of the survey indicate that EI is overwhelmingly positively correlated with professional success, with a whopping 94% of the respondents believing that emotionally intelligent people are more successful. Despite near unanimity in EI contributing to success, more than 4 in 10 respondents (41%) rated their own EI as that requiring improvement. Further, one-third of the respondents (32%) state that they may not be giving enough importance to improving their EI levels.

The positives and improvements in work-life ascribed to high EI are lesser conflicts and better collaboration at the workplace (30%), and improved leadership skills (27%). Other improvement areas indicated are fostering a positive culture, and better relationships at the workplace.

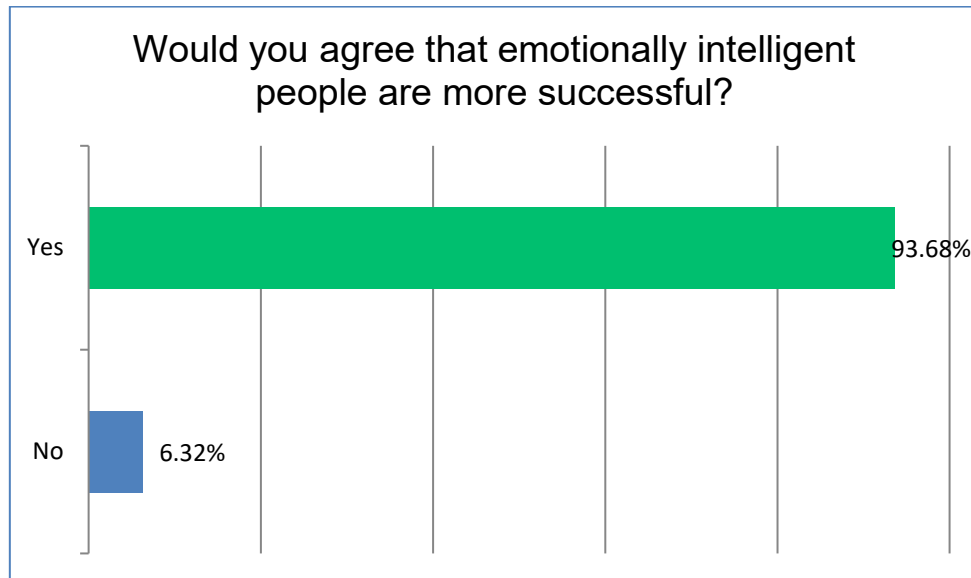
Despite evident positives from high EI at the workplace, less than a third (31%) of the respondents' organisations consistently lay emphasis on leveraging the benefits of EI through interventions such as relevant trainings. This indicates that most organisations are missing out on the opportunity to make their workplace more positive, integrated and engaging, and to set up their people for professional success.

## Results in brief

**Would you agree that emotionally intelligent people are more successful?**

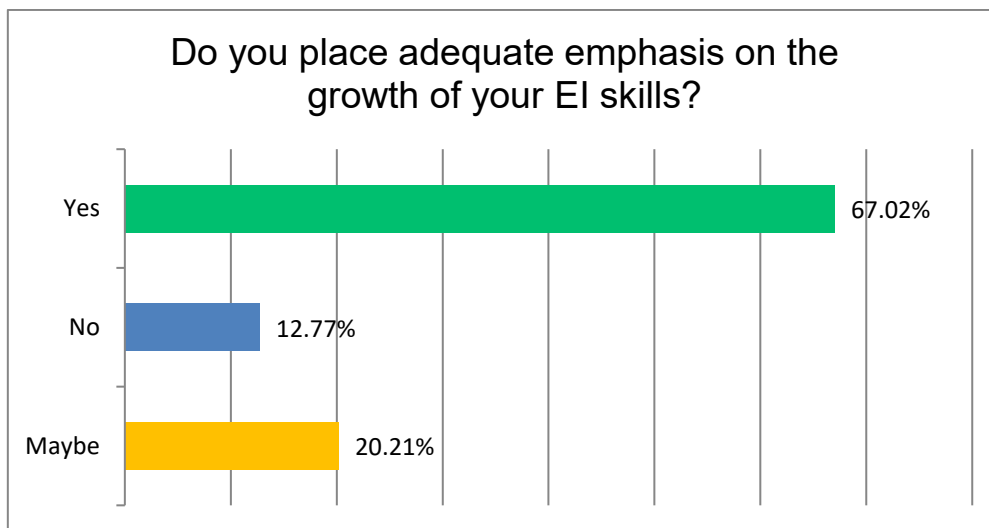


The Inward Focus survey across India reveals that about 93.18% agree that emotionally intelligent people are more successful. Even though we may not understand the ins and outs of the concept, it has a significant influence on how we behave, react, navigate social situations and make important decisions. Due to their mastery of emotions, emotionally intelligent people get along well with others. They find it easier to build rapport and trust with their colleagues.



#### **Do you place adequate emphasis on the growth of your EI skills?**

Among the working professionals, the concept of emotional intelligence is picking up, less than 70% of the respondents said that they place adequate emphasis on the growth of EI skills. For the development of an organisation, employees need to cope with massive, rapid changes taking place in the business environment and to survive in the market, they need to be more creative to drive innovation.

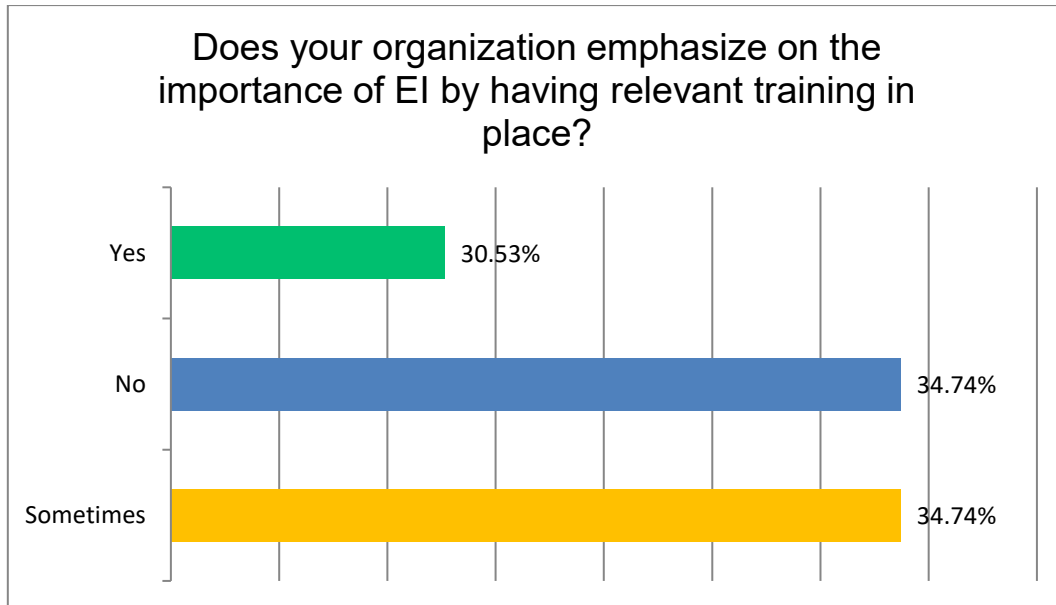


#### **.Does your organization emphasize on the importance of EI by having relevant training in place?**

Working professionals are aware of the benefits of emotional intelligence in the work place that relevant training can bring. 30% respondents are of the opinion that incorporating emotional intelligence to personal and organizational management philosophy under relevant training leads to high level of employee's productivity resulting in increased achievement of organizational and individual goals.

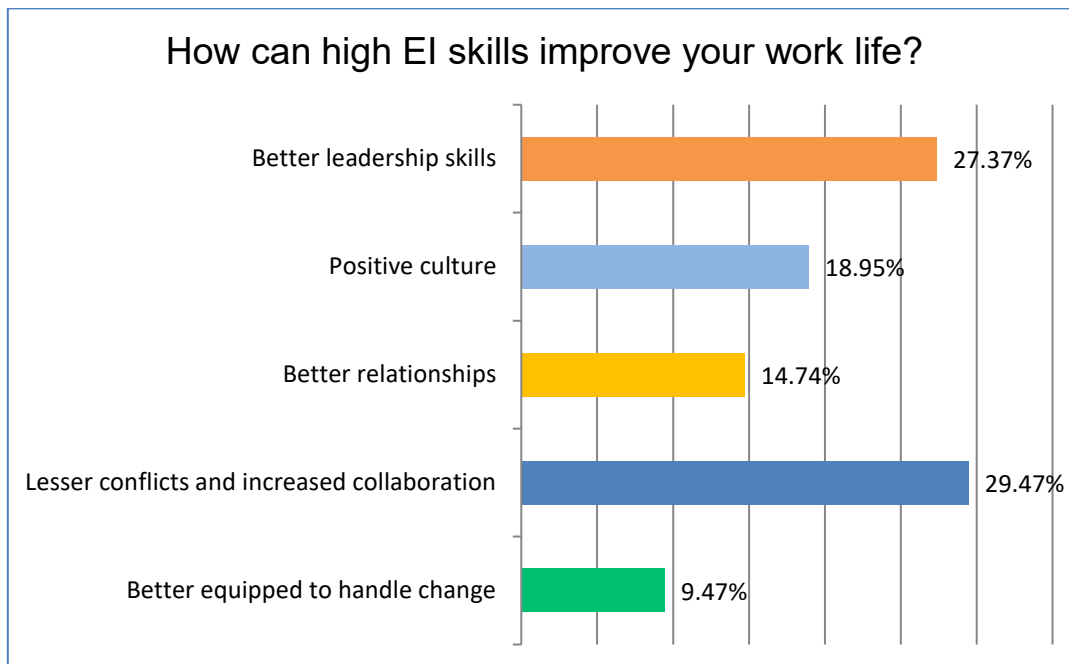


EI is what gives a person a competitive edge. Organisations do not deal with materials alone, they also deal with people. The organization needs to increase customer loyalty to give a better service and retain the customers and employees need to be more motivated and committed.



#### How can high EI skills improve your work life?

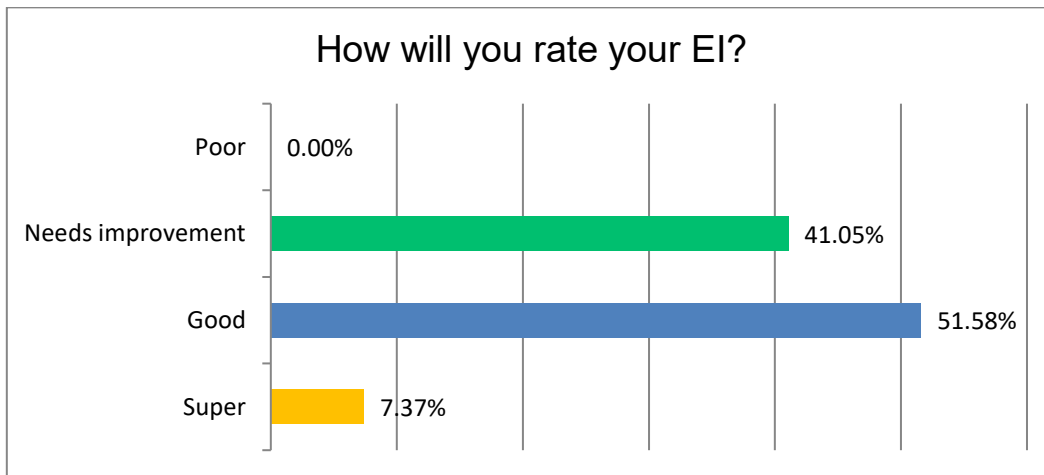
Employees who possess high levels of emotional intelligence are much more self-aware. In the workplace this translates to an employee who understands their own strengths and their own weaknesses in addition to how their actions could affect their team members. An employee with high emotional intelligence can also reveal and control their own emotions to team members, as well as be in a position to exercise restraint when it is needed. 31% of the respondents are of the opinion that high EI skills leads to lesser conflicts and increased collaboration. Better leadership skills, positive culture and better relationships is also believed to be winning benefits.





### How will you rate your EI?

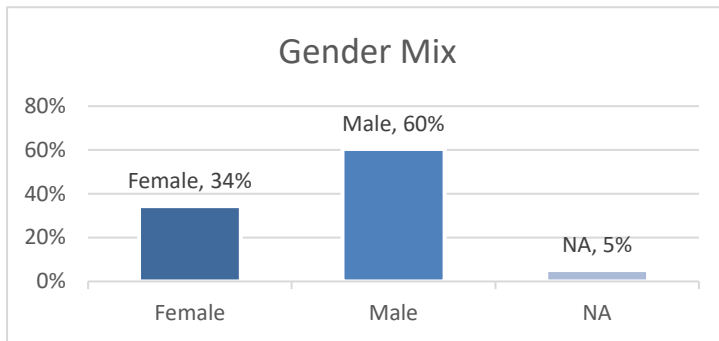
42% of the respondents said that they need to work on improving their ability to manage emotions and connect with others whereas just about half (51%) the respondents said that they are more confident, more capable, able to stay calm, flexible and focused when workplace crises hit and panic threatens to set in.





## Detailed Analysis of Demographics

The survey conducted by Inward Focus questioned nearly 100 working professionals across mid-senior management levels across locations in India. The demographics of the group are provided in the tables below.



The gender mix of the group was 60% male, and 34% female respondents. 5% of the respondents declined to share gender information. The age group included respondents from below 30 years to above 50 years. A detailed split is provided later in this report.

Geographical distribution of the group is representative of the geographic spread of the country, including respondents from Category A and B cities, in all 4 regions including cities in Delhi NCR, Greater Mumbai, Chennai,

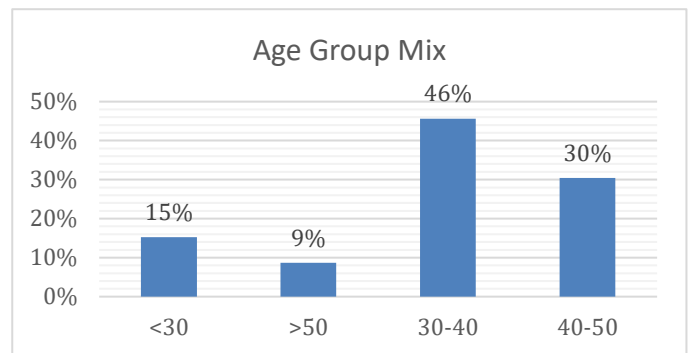
Kolkata, Bengaluru, Hyderabad, Pune, Chandigarh and Ahmedabad, and four other cities.

### Percentage distribution by age group

Respondent groups were distributed into four age brackets

- Less than 30 years
- 30-40 years
- 40-50 years
- More than 50 years

The respondent mix is 76% between 30-50 years, which is the primary respondent group we targeted. This age group is most likely to be in the mid-senior management levels in the targeted organizations. The mix also includes 15% respondents below the age of 30.



Age Group	Female	Male
<30 years	50%	50%
>50 years	0%	100%
30-40 years	43%	57%
40-50 years	29%	68%

Gender distribution by age group is represented in the adjoining table. Groupings in the below and above 40 age groups is 53% male and 75% female.

47% of our respondents above the age of 40 were male, while only 25% of female respondents were above the age of 40.

### Distribution of responses

The purpose of this section is to provide insights to readers on the patterns of responses to each of the questions the audience was asked to respond to. We have taken two dimensions into consideration, gender and age group. These dimensions may indicate the variation in gender mix as the age groups change, and therefore, the areas organizations may want to invest in to improve Emotional Intelligence as they look to resolve issues like diversity, cross team collaboration, interpersonal relationships and other soft aspects that impact business on a day to day basis.

The following pages provide a question wise distribution of respondents. The percentages are represented as the % of total respondents.

### Q2: Would you agree that emotionally intelligent people are more successful?



Age Group	Female		Male	
	No	Yes	No	Yes
<30 years	14%	86%	0%	100%
>50 years	0%	0%	0%	100%
30-40 years	6%	94%	8%	92%
40-50 years	0%	100%	5%	95%

- A total of 94.5% respondents felt Emotionally Intelligent people are more successful
- 86% of females and 100% of males below 30 agreed that Emotionally Intelligent people are more successful
- 100% of male respondents above 50 agreed that Emotionally Intelligent people are more successful
- 94% female and 92% male respondents between 30-40 years agreed that Emotionally intelligent people are more successful
- 100% female and 95% male respondents between 40-50 years agreed that Emotionally intelligent people are more successful

### Q3: Do you place adequate emphasis on the growth of your EI skills?

Age Group	Female			Male		
	Maybe	No	Yes	Maybe	No	Yes
<30 years	29%	14%	57%	50%	0%	50%
>50 years	0%	0%	0%	13%	25%	63%
30-40 years	6%	6%	89%	25%	13%	63%
40-50 years	38%	13%	50%	16%	16%	68%

- 43% female and 50% male respondents below 30 are unsure, or do not, place adequate emphasis on the growth of their EI skills
- 38% male respondents above 50 are unsure, or do not, place adequate emphasis on the growth of their EI skills
- 12% of female and 38% of male respondents between 30-40 years are unsure, or do not, place adequate emphasis on the growth of their EI skills
- 51% of female and 32% of male respondents between 40-50 years are unsure, or do not, place adequate emphasis on the growth of their EI skills

### Q4: Does your organization emphasize on the importance of EI by having relevant training in place?

Age Group	Female			Male		
	No	Sometimes	Yes	No	Sometimes	Yes
<30 years	14%	71%	14%	43%	14%	43%
>50 years	0%	0%	0%	38%	38%	25%
30-40 years	39%	28%	33%	42%	33%	25%
40-50 years	0%	75%	25%	37%	26%	37%

- 85% female and 57% male respondents below 30 feel that their organizations either don't or only sometimes invest in EI training
- 76% male respondents above 50 feel their organizations either don't or only sometimes invest in EI training



- 67% female and 75% male respondents between 30-40 feel their organizations either don't or only sometimes invest in EI training
- 75% female respondents between 40-50 feel their organizations sometimes invest in EI training
- 63% male respondents between 40-50 feel their organizations either don't or only sometimes invest in EI training.

#### Q5: How can high EI skills improve your work life?

Improvement Area	Age Group			
	<30	>50	30-40	40-50
Better equipped to handle change	14%	13%	10%	7%
Better leadership skills	7%	63%	19%	37%
Better relationships	7%	0%	21%	15%
Lesser conflicts and increased collaboration	29%	13%	36%	26%
Positive culture	43%	13%	14%	15%

- Total votes polled by each of the options (each respondent was asked to pick their top choice)
  - Lesser conflicts and increased collaboration 28%
  - Better leadership skills 25%
  - Positive Culture 18%
  - Better relationships 15%
  - Better equipped to handle change 9%

#### Q6: How will you rate your EI?

Status	Female	Male
Good	52%	50%
Needs improvement	45%	40%
Super	3%	10%

- 45% of female respondents and 40% of male respondents believe their EI needs improvement
- 55% of female and 60% of male respondents believe their EI is either Good or Super
- 66% of female and 82% of male respondents who believe their EI needs improvement are in the 30-50 age group, which is indicative of mid-senior management

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