

LEADING WITH EMOTIONAL INTELLIGENCE: EMOTIONS MATTER

People need leadership. In crisis and ambiguity, it is even more important that leaders provide direction and empathy. Emotional intelligence accounts for 85-90% of the difference between outstanding leaders and average leaders*. Challenging times remind us just how important it is to be aware of others' emotional needs, how impactful our emotions can be on others, and how we need to create an environment of psychological safety.

Thinking About Self and Others

Your Mood Matters

Today more than ever, leaders need to be intentional about taking care of themselves, emotionally and physically. To support yourself during this time:

- *Rely on your strengths and your routines*
- *Lean on your existing support network*
- *Treat yourself with the same compassion you have for others*

What Do Your People Need from You?

- **Show Up.** Your team needs to feel your presence. You are a proxy for the organization. In direct and indirect ways, you help them know that they matter.
- **Empathize.** Let them know that you understand that it must be hard for them to have this disruption in their lives. Take the time and listen. Lead with your heart and imagine what your team members are feeling.
- **Connect.** Let your team know that you are in this together. People need to feel connected and safe before they can dive into the to do list.
- **Step Up.** Be open to new ways of working. Ask for what is needed at this time because it is a time to experiment.



Making Time for Conversations with Your People

In times of stress, and in this time of “virtual” relationships, people need to feel seen, heard and that they matter. Here are some important conversations to be having with your people now:

1. **“You Matter”** Reach out to people in your world and help them have the experience of being valued and listened to. This is important now, and for future retention.
2. **“What Are Your Hopes?”** Have a conversation with each of your direct reports and mentees about their long-term future. We will get through this crisis. Use the long view to help people imagine a future and to spark hope.
3. **“You Are Doing Your Best”** Some people are more profoundly impacted than others. Set a time to listen with an open heart. Avoid problem solving. If you can, reassure them that they are doing their best in a truly difficult situation.

In this time of change and uncertainty, our teams foster life, safety and a profound sense of belonging.

We are one Penn Medicine and we are in this together!



Want to learn more?

- [Cultivating compassionate leadership in a crisis \(McKinsey\)](#)
- [The leader we wish we all had \(NY Times\)](#)

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.” – Maya Angelou

- Created by [Penn Medicine Academy \(PMA\)](#) for Penn Medicine leaders | Visit [Lead Strong](#) site for more information -

* Goleman, D. (2001). Emotional intelligence: A theory of performance. (C. Cherniss & D. Goleman, Eds.). San Francisco: Jossey-Bass.