

Emotional Intelligence: What You Must Have to Succeed in the Law and Life



 **NOVA SCOTIA
BARRISTERS' SOCIETY**
LAWYERS' INSURANCE
ASSOCIATION OF NOVA SCOTIA

Presented By:

Kendra Brodin, Esq., MSW
Founder and CEO, EsquireWell

ESQUIREWELL

1



Kendra Brodin, Esq., MSW

- Masters in Social Work, University of Pennsylvania
- Law Degree, University of Minnesota
- Certificate in Advanced Leadership Training
- Certified Coach

ESQUIREWELL

2

Now a bit about you:

Share your role, location,
and how long you've been
with your organization

ESQUIREWELL

3

By the end of this presentation, you'll be able to:

- Understand what emotional intelligence is and why emotional intelligence matters
- Describe why lawyers and legal professionals struggle with emotional intelligence
- Assess your own emotional intelligence and areas for growth
- Apply tools for emotional regulation, even when emotions are running high
- Practice using emotional intelligence tools and strategies improve your practice and work, your leadership skills, your future client relationships, your interactions with colleagues, and your own health and well-being.



ESQUIREWELL

4

POLL:

What's a word to describe a person or leader you enjoy working with?

ESQUIREWELL

5

ESQUIREWELL
Practise Well. Live Well.
WITH KIMBER KRUGER, CEO, VEPW

Emotional Intelligence:
What You Must Have to Succeed in the Law and Life

1. What are the four main quadrants of Emotional Intelligence?
a. _____
b. _____
c. _____
d. _____
2. Which do you feel strongest in? _____
3. Which do you feel weakest in? _____
4. What are some ways that lawyers and legal professionals differ from the general public when it comes to EQ? Lawyers/legal professionals are less:
a. _____
b. _____
c. _____
5. Why does EQ matter to lawyers and legal professionals? It improves:
a. _____
b. _____
c. _____
d. _____
6. What are some ways you can regulate your emotions?
a. _____
b. _____
c. _____
d. _____
7. What is your key takeaway from today?
a. _____

©2024 EsquireWell | All Rights Reserved.

What to expect during our time together:

- Your worksheet (so you can follow along)
- Interaction on your phone using Menti.com

ESQUIREWELL

6

What is Emotional Intelligence?

“the ability to recognize, understand, and manage our own and others’ emotions”



In other words: Using the right emotion to the right degree with the right person at the right time in the right place.

ESQUIREWELL

7

IQ OR EQ?

People with average IQs outperform those with the highest IQs 70% of the time.

What? How can that be?

“Of all the people we’ve studied at work, we’ve found that 90% of top performers are also high in emotional intelligence. On the flip side, just 20% of bottom performers are high in emotional intelligence.”

You can be a top performer without emotional intelligence, but the chances are slim.

Source: Talent Smart

8

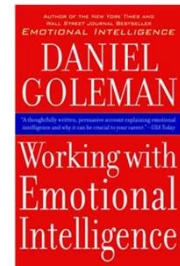
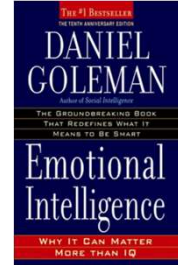


ESQUIREWELL

8

Origins of Emotional Intelligence

- Relatively new area of behavioral science
- Identified by psychology professors in the early 1990's: John D. (Jack) Mayer and Peter Salovey
- Quickly grew to prominence as a critical, but neglected, attribute for success personally and professionally
- Popularized in 1995 by Daniel Goleman who was fascinated by work of Mayer and Salovey and wrote book "Emotional Intelligence: Why It Can Matter More Than IQ"



ESQUIREWELL

9

Four Main Quadrants of Emotional Intelligence:

- Identifying Emotions (Self-Awareness)
- Managing Emotions (Self-Management)
- Understanding Emotions (Social Awareness)
- Using Emotions (Relationship Management)



ESQUIREWELL

10



11

#1: Identifying Emotions (Self-Awareness)



- **Emotional self-awareness:** Identifying and understanding your own emotions
- Recognizing the impact of your emotions on your work performance and others
- **Accurate self-assessment:** Evaluating your strengths and weaknesses
- **Self-confidence:** Having a positive sense of self-worth and critical self-reflection

ESQUIREWELL

12

"What Predicts Executive Success?" Study

Based on a deep analysis of the styles, backgrounds and track records of 72 senior executives

- Conducted by Cornell University's School of Industrial and Labor Relations,
- Found that **self-awareness** was the biggest predictor of a CEO's overall success.
- Hard-driving, "results-at-all-costs" executives actually hurt the bottom line, while self-aware leaders with strong interpersonal skills deliver better financial performance.

https://www.hr.com/en/communities/new-study-shows-that-boards-and-committees-should-_ge0j5ina.html

ESQUIREWELL

13

Why being a "bully" doesn't work

"Bully" traits were typically signs of incompetence and lack of strategic intellect.

Being "arrogant," "too direct" or "impatient and stubborn" correlated with low ratings for:

- Delivering financial results
- Business/technical acumen
- Strategic intellect
- Managing talent
- Inspiring followership
- Being a team player

ESQUIREWELL

14

#2: Managing Emotions (Self-Management)



- **Self-control:** Keeping disruptive emotions under control
- **Transparency:** Managing yourself and your responsibilities with a high standard of honesty and integrity
- **Adaptability:** Being flexible to adapt to change and overcome challenges
- **Achievement orientation:** Having a drive to meet your internal standards of excellence
- **Initiative:** Being ready to act on opportunities

ESQUIREWELL

15

#3: Understanding Emotions (Social Awareness)

- **Empathy:** Understanding the emotions of others and taking an active interest in their concerns and feelings
- **Organizational awareness:** Reading trends, building networks, and navigating politics
- **Service orientation:** Recognizing and meeting the needs of others, including colleagues and clients



ESQUIREWELL

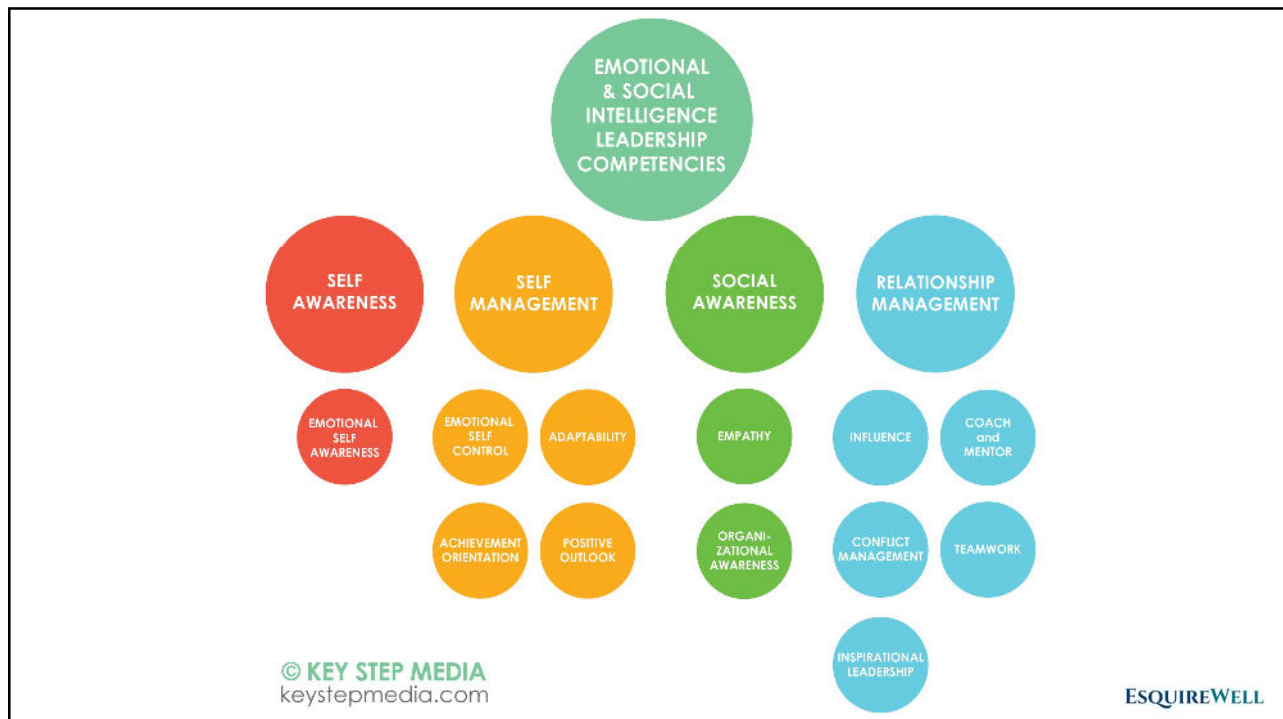
16

#4: Using Emotions (Relationship Management/Social Skills)


- **Visionary leadership:** Inspiring individuals and groups
- **Developing others:** Offering feedback and guidance to strengthen others
- **Influence:** Persuading with integrity, listening well, and sending clear and convincing messages to others
- **Change catalyst:** Initiating new ideas and leading people in a new direction
- **Conflict management:** Resolving disagreements and developing collaborative resolutions
- **Building bonds:** Building and maintaining relationships
- **Teamwork:** Collaborating with others toward common goals

ESQUIREWELL


17



18




POLL: Which dimension of emotional intelligence do you think you are strongest in?




Identifying Emotions (Self-Awareness)
Managing Emotions (Self-Management)
Understanding Emotions (Social Awareness)
Using Emotions (Relationship Management)

ESQUIREWELL

19



POLL: Which dimension of emotional intelligence do you think you have the most opportunity for growth in?



Identifying Emotions (Self-Awareness)
Managing Emotions (Self-Management)
Understanding Emotions (Social Awareness)
Using Emotions (Relationship Management)

ESQUIREWELL

20



Research has shown:

- Rational decision-making is hindered when area of the brain related to emotions is impaired (Being so mad you can't "think straight")

KEY FINDING:

- The highest-level analysis and decisions come when both emotion **and** cognition are combined.


ESQUIREWELL

21

"Smarts" aren't enough.

Lawyers and legal professionals are proud of their academic achievements, but ...

1000's of research studies have shown that people with high EQ skills (especially in high-intensity, highly intellectual jobs like legal) outperform others who lack EQ skills



"Once you are in a high-IQ position, intellect loses its power, [and] soft skills mark those who emerge as outstanding."
- Daniel Goleman

ESQUIREWELL

22



Emotional Intelligence (EQ)
DOES NOT
correlate to Intellectual
Intelligence (IQ).

Lawyers typically have higher
than average IQ scores.

BUT ...

**Lawyers typically have below
average emotional intelligence
scores.**

(Sorry – no specific data on business
professionals – but we usually see similarities!)

ESQUIREWELL

23

Findings of an MSCEIT (Mayer Salovey Caruso Emotional Intelligence Test) study:

“Studies using the popular personality assessment tool Myers-Briggs Type Indicator (MBTI) revealed that most lawyers prefer **Introversion** over Extraversion, preferring to keep to themselves and reflect inwardly before sharing information with others. An even stronger preference surfaced for **Thinking** over Feeling (78% of lawyers vs. 47% of the general population)”

“MBTI studies also revealed that one type in particular: **INTJ (Introversion, Intuition, Thinking, Judging)** occurred with 5 times greater frequency in lawyers than in the general population”

“The down-side to some of these tendencies is that INTJs also **prefer working alone, do not readily share information** with others and may appear **distant, aloof and disinterested** in others opinions and ideas.” (Any DiSC “C’s” out there?)

ESQUIREWELL

24

<u>Emotionally Intelligent People:</u>	<u>Lawyers and Those with Lower EQ:</u>
<ul style="list-style-type: none"> • Collaborative • Optimistic • Resilient • Flexible • Communicates with emotion • Asking • Perceptive, growth mindset approach • Diffuses conflict; seeks win-win 	<ul style="list-style-type: none"> • Competitive • Pessimistic • Rigid • Inflexible • Communicates the facts • Telling • Judging, fixed mindset • Approaches situations with a win-lose attitude

ESQUIREWELL


25

POLL:

Why do you think lawyers and legal business professionals may struggle with emotional intelligence?

ESQUIREWELL

26



It's How We are Trained

Historically, we have been taught to remove emotions from legal analysis, so EQ is undervalued at best and discouraged at worst

And – since we have strong analytical skills and that gives us “success”, we feel convinced we don’t need EQ skills, too.

We are taught that clients only want us to solve problems and that EQ doesn’t matter. So we don’t learn it in professional school or see it in those around us.

ESQUIREWELL

27



Why Emotional Intelligence Matters to Lawyers & Business Professionals

- Improve your practice and work product
- Improve your client relationships and service
- Improve your interactions with colleagues
- Enjoy greater health and well-being

ESQUIREWELL

28

“Many lawyers never do seem to understand that they are dealing with people and not solely with the impersonal law.”

- Dean of Harvard Law School, Erwin Griswold, April 1955

Has this created our reputation as unfeeling, robotic, heartless, mercenary, and lacking in compassion?

We also see high rates of dissatisfaction, substance abuse, divorce, suicide, and mental health crises – more evidence of our emotional imbalance.



ESQUIREWELL

29

1. High EQ Lawyers and law firms are more successful

- High EQ lawyers out-produce lower-EQ lawyers
- High EQ lawyers get more promotions and bonuses
- High EQ lawyers are better at getting and keeping clients
- Firms with high-EQ experience higher profits (not just higher revenues) due to lower health care and liability costs



EXAMPLES:

Baker McKenzie created Emotional Intelligence Professional Development Program that helped raise its revenues to all-time highs.

Harvard Law professor, Heidi Gardner, confirmed that lawyers with highest EI and collaboration skills had the highest revenues.

ESQUIREWELL

30

2. Empathic skills help us understand various perspectives and viewpoints and motivate others



When a manager has a positive outlook and can create positive moods in others, it leads to:

- Improved employee performance
- Improved retention
- Less workplace conflict

(And it all impacts the bottom line)

ESQUIREWELL

31

3. Improve Client Service and Relationships

Understand the client's state of mind so you know:

- What to ask
- How they are feeling
- What information to give
- How to best serve their needs
- How to show you are listening and care deeply about the client relationship (good for immediate relationship and for referrals)



Sometimes we miss the client's emotional cues because:

- They are too focused on technical issues.
- They feel they have to choose between emotion and reason – **when they can have both.**

ESQUIREWELL

32

4. Emotional Intelligence Lowers Risk of Liability

Emotionally intelligent lawyers communicate more and better which avoids the #1 reason for disciplinary and malpractice claims.



High EQ makes it easier to:

- See and anticipate risks
- Apply appropriate ethical standards
- See how and when others are making ethical decisions
- Deal with the emotional impact of our choices in healthier, more productive ways

When we access and name our emotions, we are less likely to let emotions cloud our judgment and decision-making.

We can make emotionally unbiased decisions.

ESQUIREWELL

33



Developing Your EQ

- Raise awareness and learn to express your emotions
- Practice reading emotional cues
- Keep learning and observing
- Manage and regulate your emotions

ESQUIREWELL

34



Can Emotional Intelligence be Taught?

Many educational programs (MBA/MD) are including social and emotional competency training.

Programs focus on how gaining awareness of your own emotional reactions and emotions of others impact your teamwork, leadership, and management skills.

ESQUIREWELL


35

#1: Emotional Perception | Raise Awareness:


- Become aware of the impact and importance of emotions
- This is an area where most lawyers struggle
- Start by noticing your own emotions and taking time to identify them
- Expand your emotions vocabulary
- Try naming your emotion: "I was feeling ----"

Your emotion guides your action, so get it right.


ESQUIREWELL



36




POLL:




**Type in the first emotions that
come to your mind.**

ESQUIREWELL

37



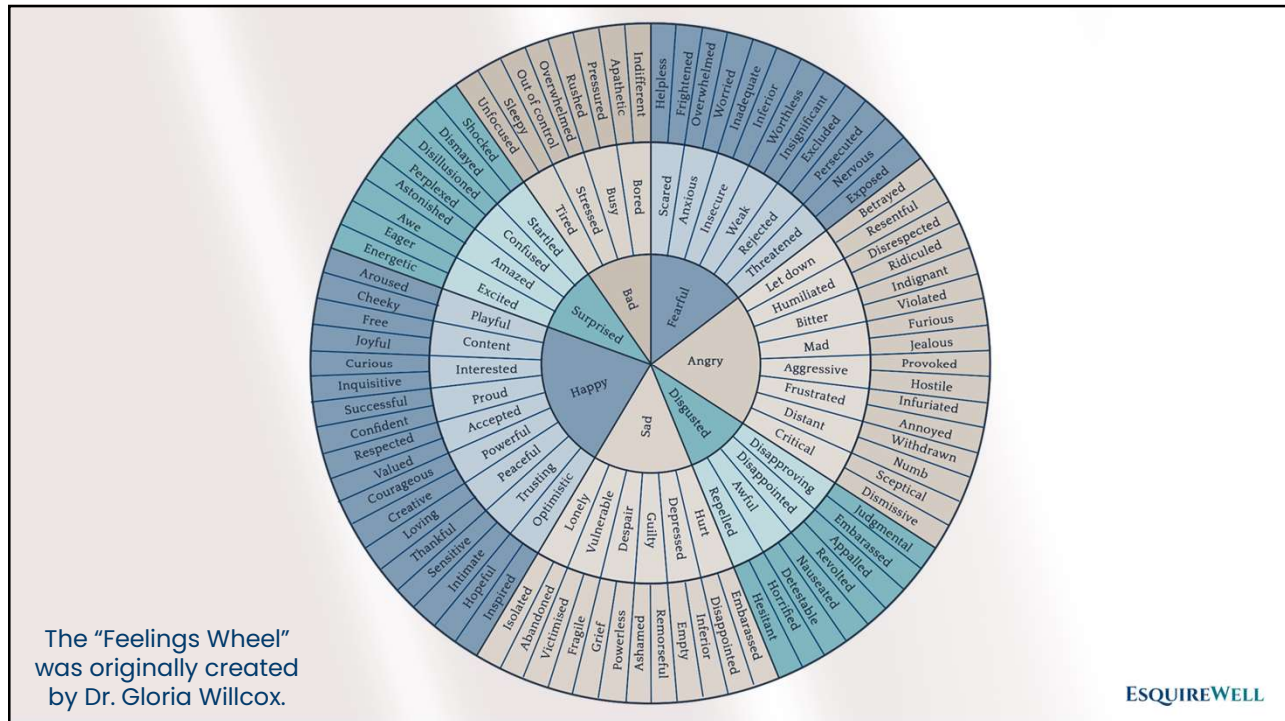
Increase Your Emotional Vocabulary



happiness	lonely	worried	annoyed	dislike
love	heartbroken	doubtful	frustrated	revulsion
relief	gloomy	nervous	peevied	loathing
contentment	disappointed	anxious	contrary	disapproving
amusement	hopeless	terrified	bitter	offended
joy	grieved	panicked	infuriated	horrified
pride	unhappy	horrified	irritated	uncomfortable
excitement	lost	desperate	mad	nauseated
peace	troubled	confused	cheated	disturbed
satisfaction	resigned	stressed	vengeful	withdrawal
compassion	miserable	furious	insulted	aversion

ESQUIREWELL

38



39

Think about it:

You were in a meeting with a partner, Bob, and a group of other associates and paralegals.

Someone pointed out a mistake in one of the documents that had just been delivered to the client.

Bob grew irate and yelled, "Can't anyone around here do anything right except me?"

What emotions might Bob have been feeling?

ESQUIREWELL

40



#2: Emotional Self-Regulation (Managing Your Emotions)

Self regulation is the ability to regulate our emotions, moods and motivators.

- Recognizing and control your emotions rather than masking or hiding them
- Refraining from making rash decisions or over-reacting
- Ability to think clearly even when highly stressed
- Tapping into a motivation to succeed



ESQUIREWELL

41

Self-regulate to manage your emotions:

If you sense yourself escalating emotionally:

- Take a few minutes to take a breath.
- Name the feeling and the thought that caused of it.
- When you have de-escalated, decide what outcome you want.
- Take a cooler, reasoned approach to responding (give your analytical brain a chance to come back online)

ESQUIREWELL

42

#3: Emotional Empathy

Empathy gaps: the difficulty people have recalling emotional distress once an experience is over.

The combination of people forgetting how difficult a situation actually was and knowing that they themselves managed to get past it **makes it hard for people to offer empathy** to those in the throes of their own difficulties.

“We often just trust that our emotional reactions will guide how we should respond,” Loren Nordgren says. **“This work suggests that, in a situation like this where someone is struggling to deal with a situation that we got through earlier, we may be callous.”**

<https://insight.kellogg.northwestern.edu/article/i-dont-feel-your-pain>

ESQUIREWELL

43

What's something that used to feel hard to you that now doesn't feel so hard or overwhelming?

ESQUIREWELL

44





#4: Relationship Management

- Give and receive feedback with emotional intelligence
- Check in with others, show you care, and build relationships
- Assume best intent – people around you are human
- Using EQ, separate “intent” from “impact”, explain your position, and give others the benefit of the doubt and opportunity to change
- Navigate critical conversations and decisions using EQ

ESQUIREWELL

45

A way to conclude conversations with colleagues and clients to open up the conversation?

“How else can I help?”

ESQUIREWELL


46

Continue to build Emotional Intelligence in your firm:

- Recognize those with EQ skills
- Provide training on EQ to raise low EQ scores

Benefits of increased EQ to your firm:

- Improved satisfaction
- Improved retention
- Improved analytical and decision-making abilities
- Better coping and emotional regulation skills
- More creativity and out-of-the-box solutions
- Able to motivate action on innovative ideas




ESQUIREWELL

47


POLL:

What's your key takeaway?



ESQUIREWELL


48



Any Questions?

ESQUIREWELL

49



Wishing you all the best!

Let me know if you have any future questions. I'm here to help!

Kendra@esquirewell.com

Let's connect on LinkedIn!

Kendra Brodin, Esq., MSW

NOVA SCOTIA BARRISTERS' SOCIETY
LAWYERS' INSURANCE
 ASSOCIATION OF NOVA SCOTIA

ESQUIREWELL

50