

MONTHLY WEBINAR



**ASCEND LEADERSHIP MONTHLY**

To elevate and empower leaders at every stage of their journey

Today's Conversation:

# Emotional Intelligence

February 28, 2025

Etienne Consulting

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**Jina Etienne, CPA, CGMA, CDE®**  
CEO, Etienne Consulting, LLC (she/her)

Hi! I am a coach and facilitator centered on workplace diversity, inclusion, culture and belonging. I help curious challengers practice what I call fearless inclusion: the freedom to be yourself and the art of creating space for others to do the same. It is the combination of intention and consistent action that shatters unseen barriers.

I practice fearless inclusion in my life, my work and for organizations, individuals and leaders in retreats, workshops and kaleidoscope trainings. Unlike those providing *de rigueur* training, I first honor and validate the individual experiences and feelings of all who participate or attend.

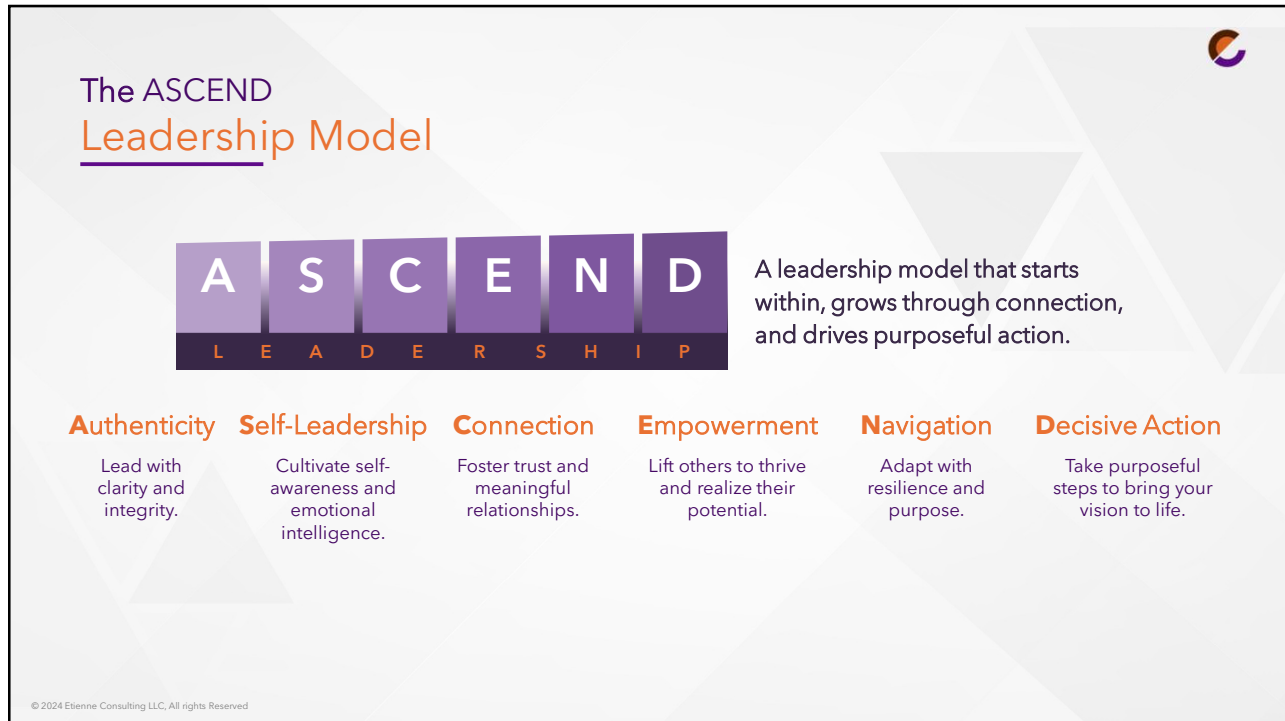
As a facilitator, I am not afraid to honestly invite in the elephant in the room to empower deep that can lead to healing and conversations growth. As a consultant, I challenge my clients to explore and clarify individual and organizational intention as a pathway to creating new frameworks for fostering cultures of connection and individual thinking has changed to power organizational growth.

In my spare time, I enjoy jigsaw puzzles and Sudoku, love chocolate, and appreciate a *really* good cup of coffee. I'm a die-hard fan of Arsenal FC (#COYG), a Peloton enthusiast (#FearlesslyMe on the LB) and love Formula 1 (let's go Hamilton!).

I live in Silver Spring, Maryland, with my husband, two sons, and Doug, our American bulldog.

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## Emotional Intelligence

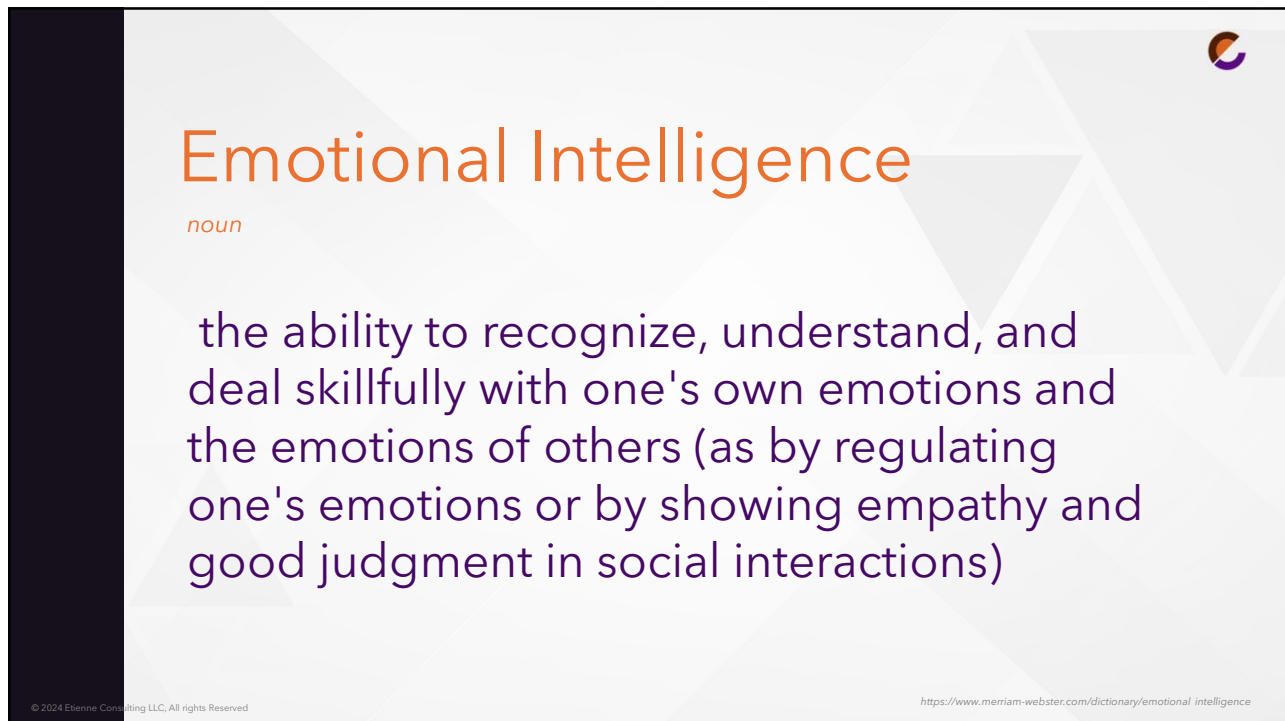


The ASCEND Leadership Model

A leadership model that starts within, grows through connection, and drives purposeful action.

Authenticity	Self-Leadership	Connection	Empowerment	Navigation	Decisive Action
Lead with clarity and integrity.	Cultivate self-awareness and emotional intelligence.	Foster trust and meaningful relationships.	Lift others to thrive and realize their potential.	Adapt with resilience and purpose.	Take purposeful steps to bring your vision to life.

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# Emotional Intelligence

*noun*

the ability to recognize, understand, and deal skillfully with one's own emotions and the emotions of others (as by regulating one's emotions or by showing empathy and good judgment in social interactions)

[https://www.merriam-webster.com/dictionary/emotional\\_intelligence](https://www.merriam-webster.com/dictionary/emotional_intelligence)

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## Emotional Intelligence

### This means You are...

- Attuned to nuances in behavior
- Picking up on non-verbal cues
- Sensing the emotional climate
- Identifying your impact on others
- Regulating your reactions
- Adapting to the needs of others

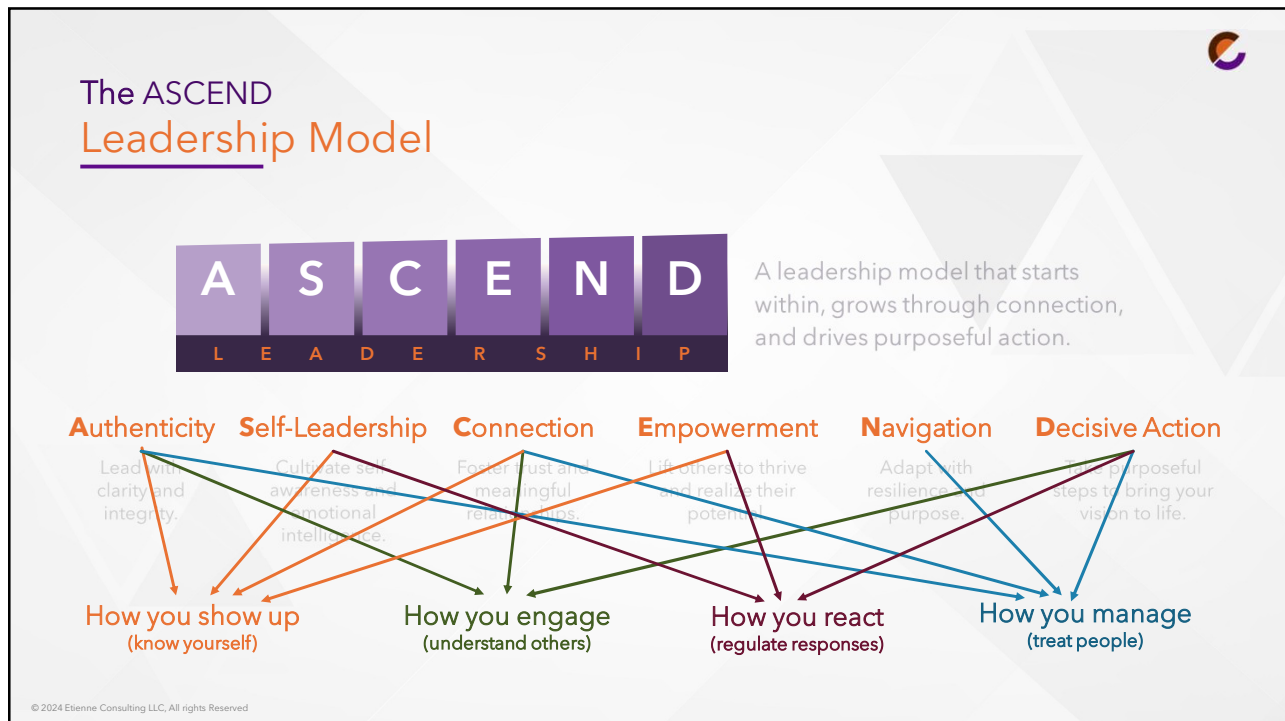
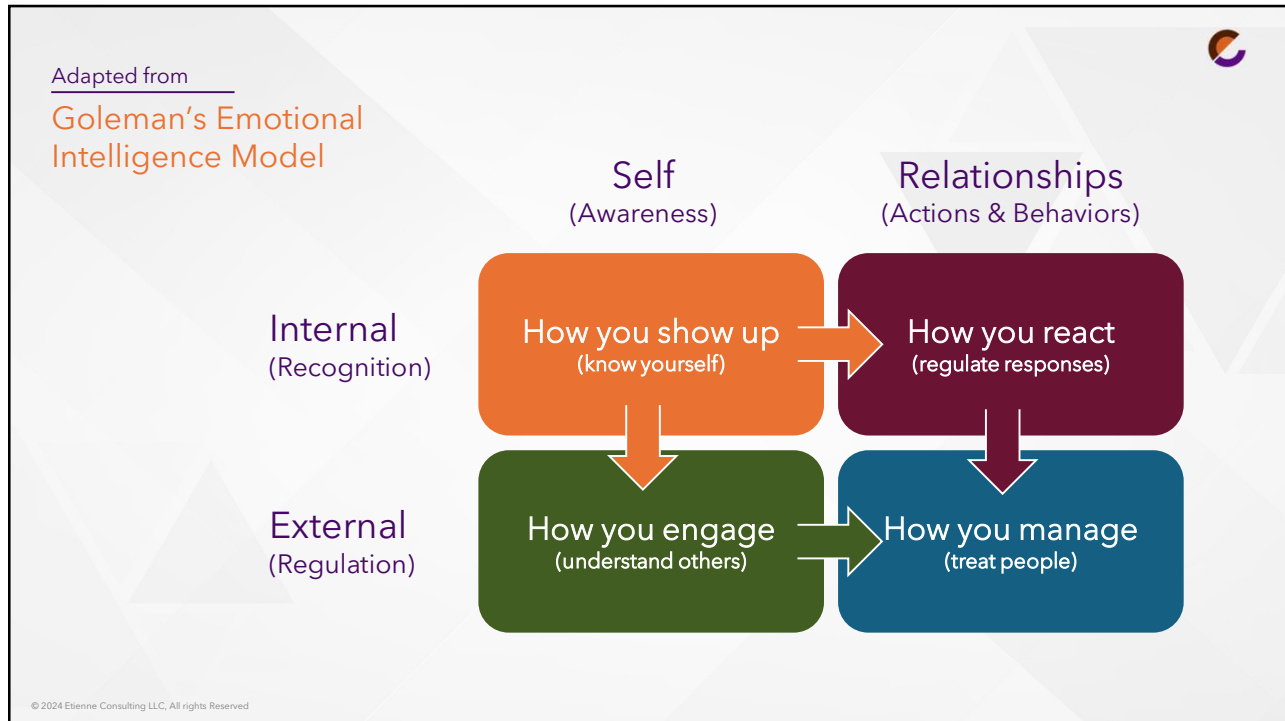
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### This means you are Able to...

- Empathize with others' perspectives
- Remain emotionally grounded under pressure
- Foster positive emotional connections with others
- Manage group emotions
- Reflect on your emotions
- Integrate emotional insights

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# Emotional Intelligence



## Emotional Intelligence



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### Emotional Intelligence



- **Perceiving Emotions**  
*Being aware of your emotions as they occur*
- **Understanding Emotions**  
*Knowing the causes and consequences of your emotions*
- **Managing Emotions**  
*Handling emotions in various situations with different strategies*
- **Self-Regulating Emotions**  
*Internally monitoring and controlling emotional responses*
- **Expressing Emotions**  
*Sharing emotions in constructive and healthy ways*

### (know yourself) How You Show Up



#### Self-Awareness

1

Recognize & name  
your emotions

#### Self-Knowledge

2

Understand your  
strengths, triggers &  
values

#### Self-Leadership

3

Lead with  
intention &  
presence

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## Emotional Intelligence



**Internal Self-Awareness**  
Understanding our inner state (feelings, emotions, etc.), motivations, personal values, and perspectives.




**External Self-Awareness**  
Understanding how we are (actually) perceived by others and the impact we have them.

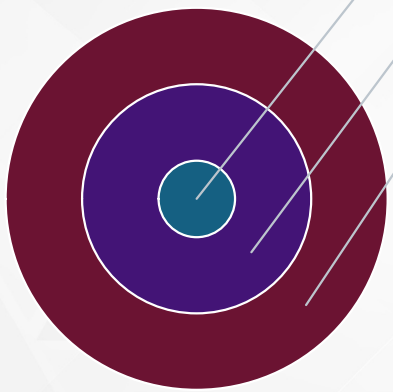


**Self-Awareness**

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**Your Core Identity**



**Values** What core principles guide your decisions and behaviors?

**Triggers** What situations spark strong emotional responses?

**Strengths** What are you naturally good at? What skills set you apart?

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## Emotional Intelligence



Self-leadership is the practice of understanding who you are, identifying your desired experiences, and intentionally guiding yourself toward them.

It spans the determination of what we do, why we do it, and how we do it.

~ Maïke Neuhaus, Ph.D.

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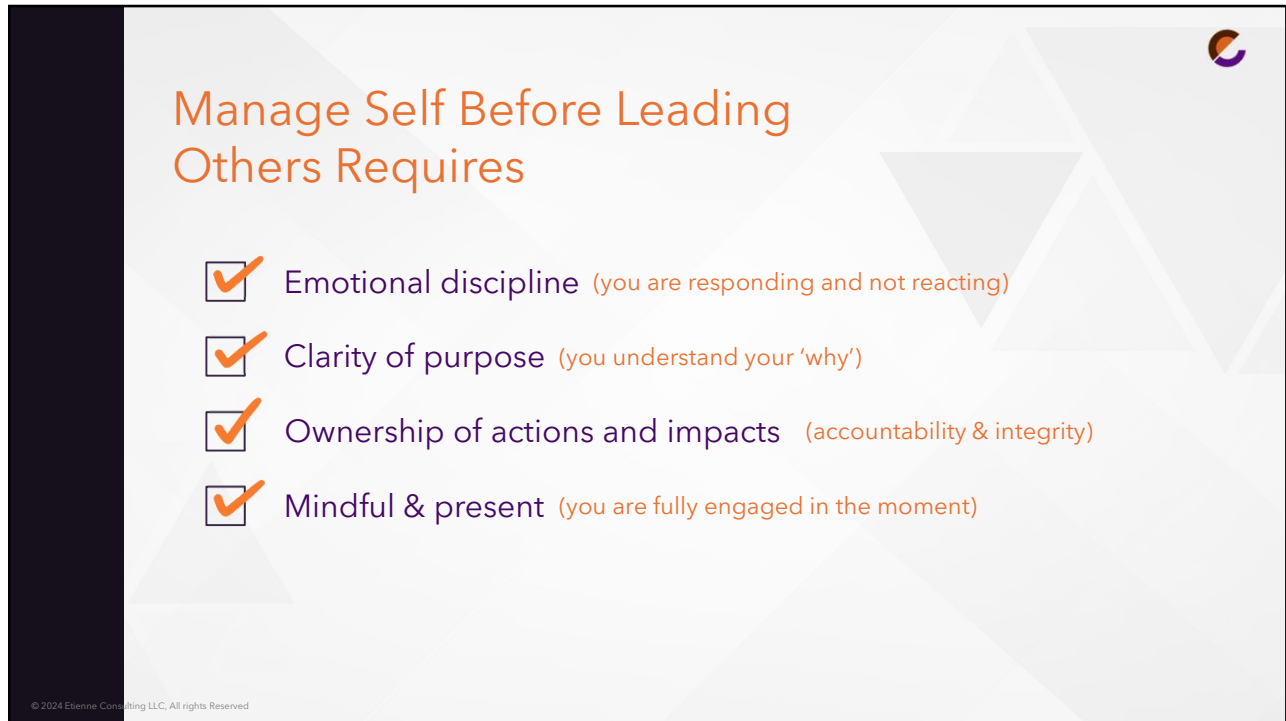
### Importance of Self-Leadership



Risks of Awareness Gaps	Gains from Intentionality
<ul style="list-style-type: none"><li>■ Reactive decision-making</li><li>■ Misaligned actions &amp; values</li><li>■ Emotional triggers drive behavior</li><li>■ Reduced personal accountability</li></ul>	<ul style="list-style-type: none"><li>■ Thoughtful &amp; strategic responses</li><li>■ Actions aligned with values &amp; goals</li><li>■ Emotional discipline &amp; composure</li><li>■ Ownership of decisions &amp; growth</li></ul>

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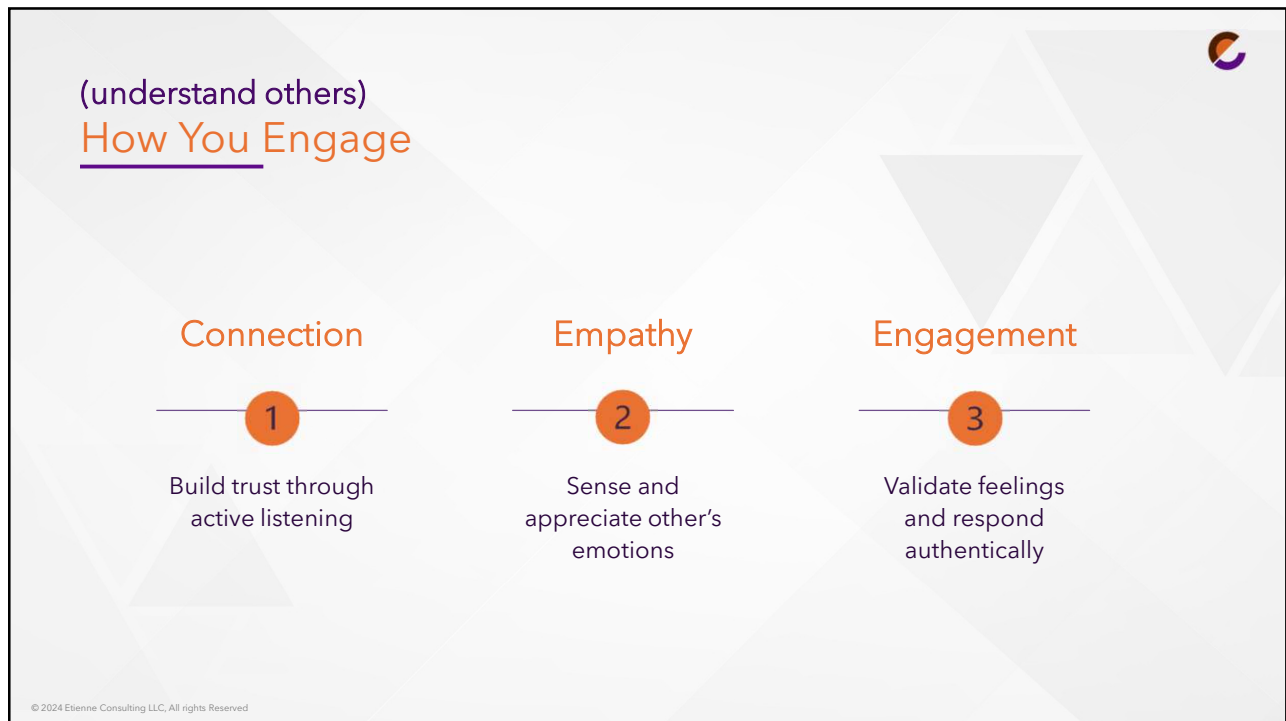
## Emotional Intelligence



### Manage Self Before Leading Others Requires

- ✓ Emotional discipline (you are responding and not reacting)
- ✓ Clarity of purpose (you understand your 'why')
- ✓ Ownership of actions and impacts (accountability & integrity)
- ✓ Mindful & present (you are fully engaged in the moment)

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### (understand others) How You Engage

- 1 Connection**  
Build trust through active listening
- 2 Empathy**  
Sense and appreciate other's emotions
- 3 Engagement**  
Validate feelings and respond authentically

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## Emotional Intelligence



### Social Awareness

- Recognizing social cues  
*(What to pay attention to)*
  - Tone, facial expressions & body language
  - Mood & energy
- Understanding & responding  
*(How to interpret & engage)*
  - Hearing beyond words (what's "really" being said?)
  - Noticing emotional shifts & reactions
  - Demonstrating care & concern

### Importance of Empathy

- Employees feel understood (improves engagement and productivity)
- Builds, strengthens and restores trust
- Overestimating empathic ability can lead to projecting emotions onto others
- Open to and seek feedback from others, including peers and direct reports
- Recognize when impact does not align with intention

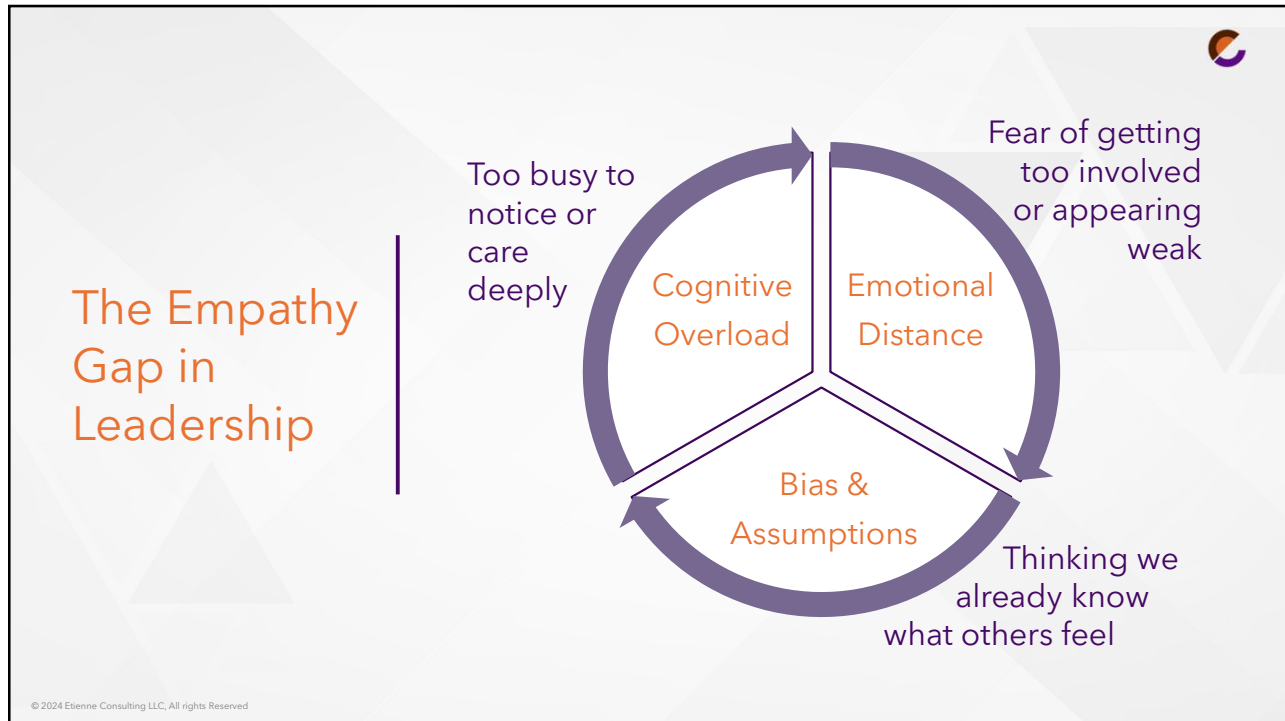
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Empathy is feeling *with* people.

~ Brené Brown

## Emotional Intelligence



## Empathy in Action

- Make eye contact and nod to show engagement
- Pause before responding to ensure the other person has fully expressed themselves
- Avoid interrupting; let the other person finish speaking before responding
- Mirror key phrases or emotions to show understanding
- Ask open-ended questions to encourage elaboration
- Validate feelings by acknowledging emotions without judgment
- Check for understanding by paraphrasing
- Ask clarifying questions to gain deeper insight
- Summarize what you heard to ensure understanding

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## Emotional Intelligence

(regulate responses)  
How You React

**1 Self-Regulation**  
Pause & manage impulses

**2 Reflection**  
Identify triggers and reframe perspectives

**3 Resilience**  
Respond thoughtfully under pressure

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## Self-Regulation

- Staying grounded...
  - Emotional self-control
  - Values alignment
  - Impulse management
  - Adaptability
- So you can...
  - Build trust & credibility
  - Strengthen decision-making
  - Increase resilience under stress

**self-regulation** noun

self-reg-u-lā-tion (self-re-gyē-lā-shən) · -re-gə-, also -rā-

**plural self-regulations**

: the act or condition or an instance of **regulating** oneself or itself: such as

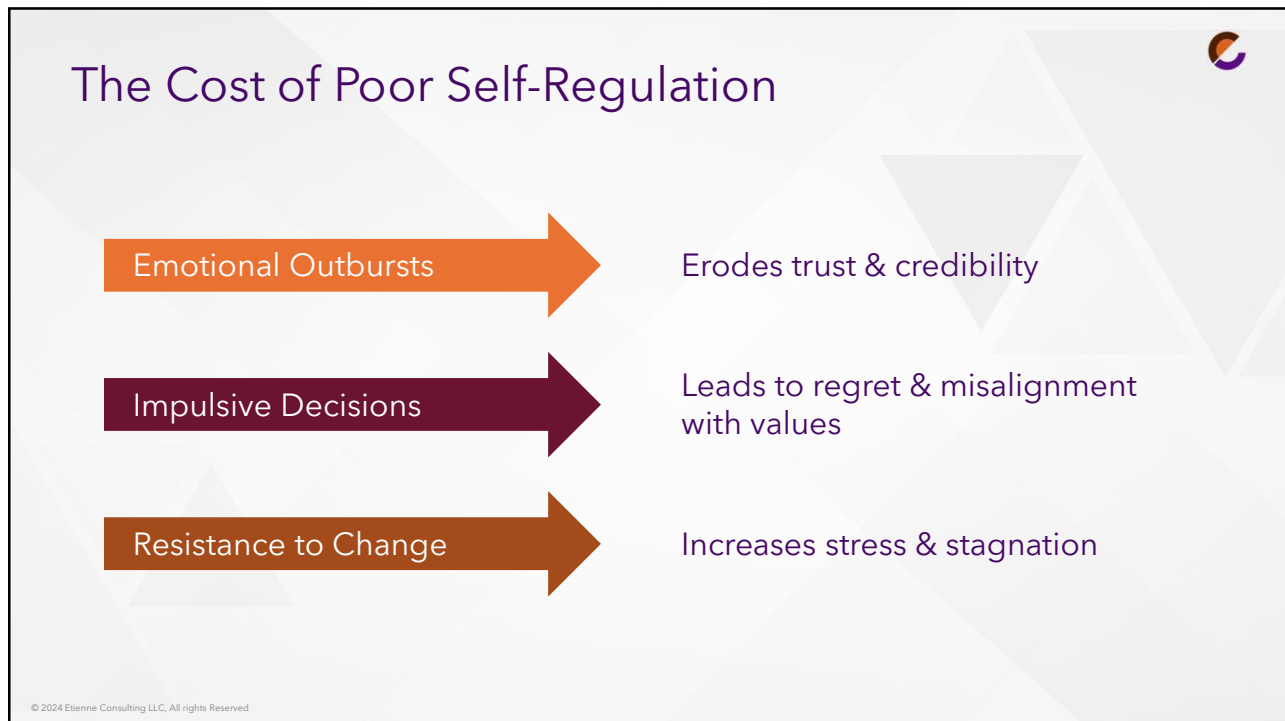
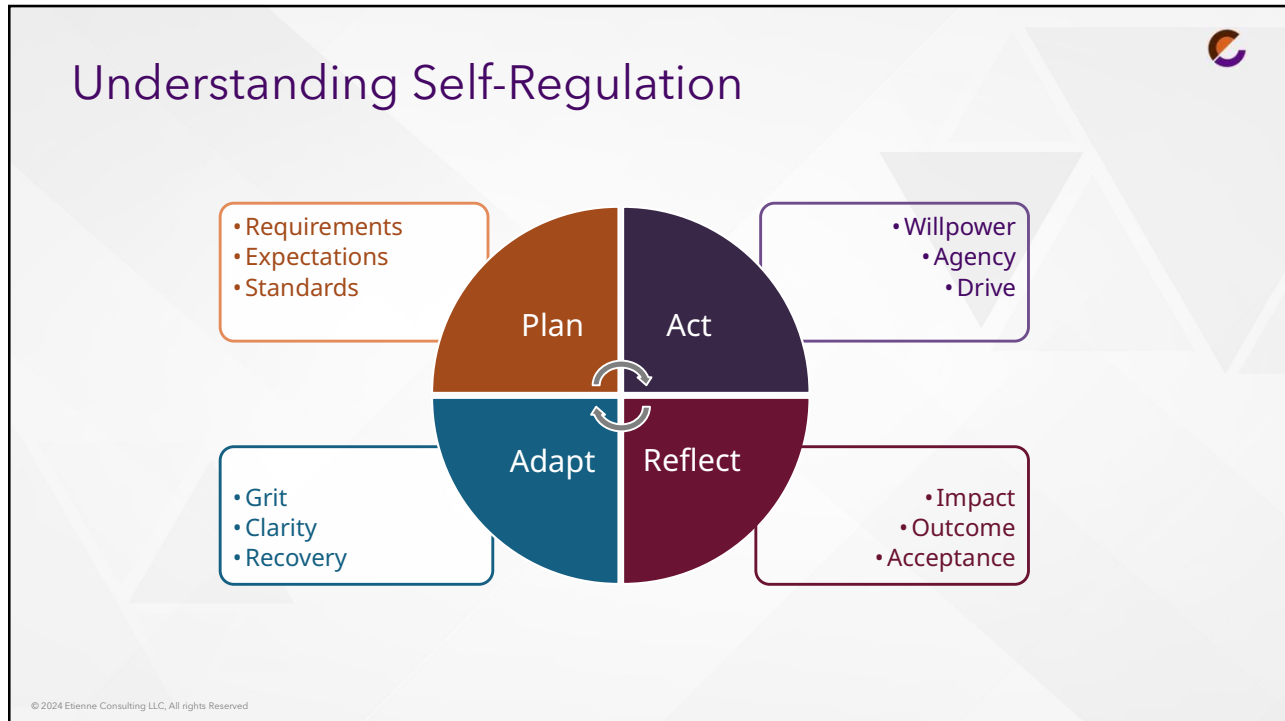
**a** : control or supervision from within instead of by an external authority  
| the online marketing industry's *self-regulation* of consumer privacy protections

**also** : a rule imposed in self-regulation  
| Banks were left to largely manage themselves, and establish industry-wide *self-regulations* ...  
— Kevin Plummer  
| According to the Federal Trade Commission, food marketing cannot be false, deceptive or unfair. But there are other, more specific, *self-regulations* out there for ads related to kids.  
— Alexandra Sifferlin

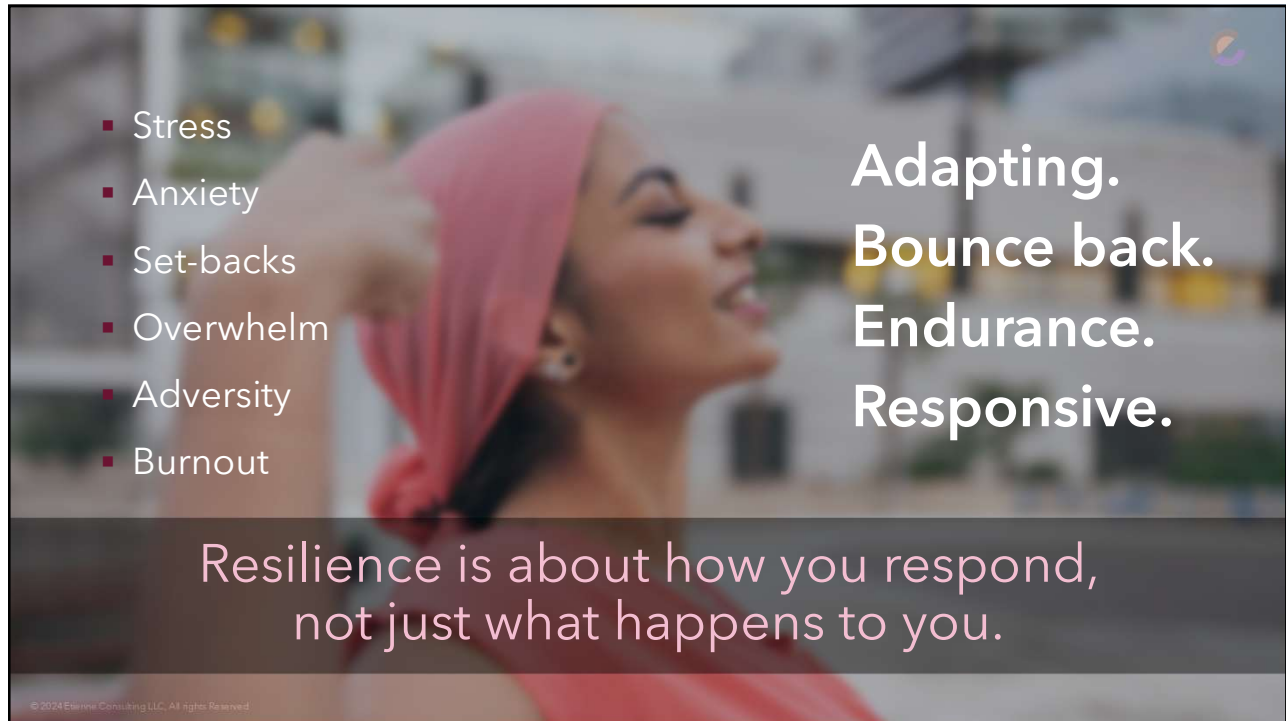
**b** : the bringing of oneself or itself into a state of order, method, or uniformity  
| *self-regulation* of an ecosystem  
| emotional *self-regulation*

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## Emotional Intelligence



## Emotional Intelligence



- Stress
- Anxiety
- Set-backs
- Overwhelm
- Adversity
- Burnout

**Adapting.  
Bounce back.  
Endurance.  
Responsive.**

Resilience is about how you respond,  
not just what happens to you.

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(treat people)  
How You Manage

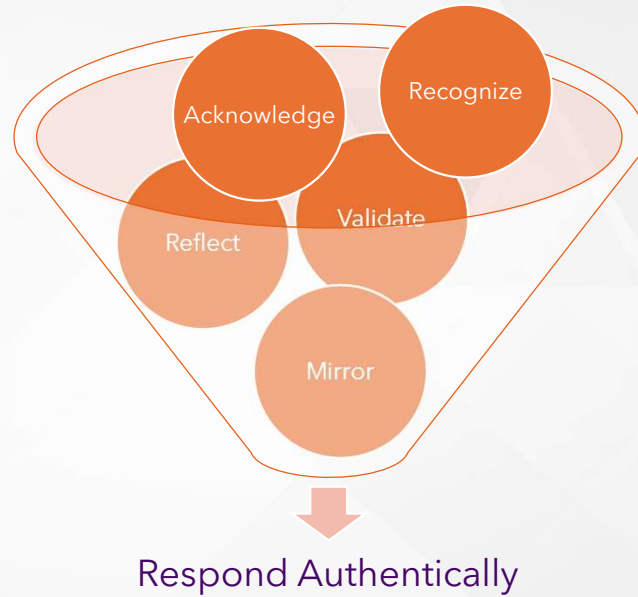


- Authentic Engagement**  
1  
Communicate clearly & build rapport
- Conflict Resolution**  
2  
Address issues with constructive dialogue
- Empowerment**  
3  
Mentor and uplift your team

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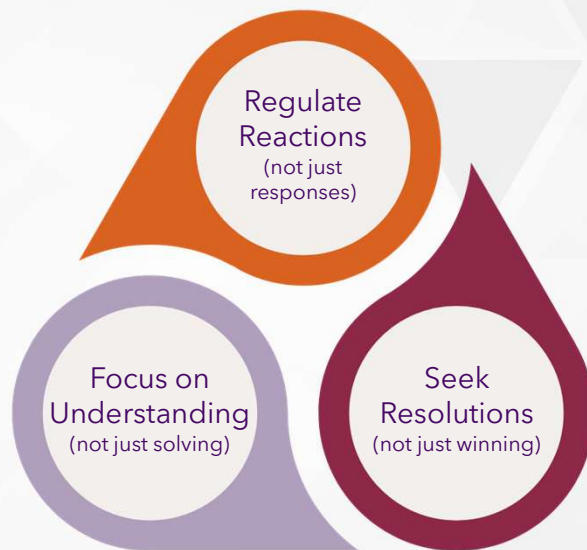
## Emotional Intelligence

Emotional attunement allows you to respond to another person's emotional state in a supportive and genuine way.



## Managing Conflict

Clarity and composure lead to better conflict resolution.



## Emotional Intelligence



### Self-Compassion

- Healthy relationship with yourself
- Taking care of our bodies and minds
- Acknowledging that our needs are valid
- Practicing activities that create a sense of well being


**Empathy** I am imperfect

**Kindness** I am enough

**Connected** I am part of a whole

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## Emotional Intelligence



**Emotionally Intelligent Leaders**  
What's at stake?

**Executive Leadership** Direct influence on vision, mission culture at scale

**Leadership** Broad influence across teams & departments

**Management** Immediate influence on individuals & teams

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**THANK YOU**

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# ASCEND LEADERSHIP MONTHLY

Equipping leaders with insights, skills, and strategies to lead with confidence

Next Month

## March 28, 2025, 3-4pm ET


# Building Trust in Teams

-  Join us every 4<sup>th</sup> Friday | 3 - 4 pm ET
-  Build your leadership. Strengthen your impact. Keep growing.
-  View full 2025 schedule at [www.etienneconsulting.com/ascend](http://www.etienneconsulting.com/ascend)





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# Training

Creating safe places and a workable path forward

We help teams connect mindfulness and self-awareness to daily actions and turn them into habits of fearless inclusion. Our programs help organizations create spaces where people can navigate bravely, confidently, vulnerably and openly. Safe relationships help people feel connected, supported, safe, open and bonded at work. This connectedness is what attracts talent, boosts retention, drives innovation, improves operational efficiencies and spurs growth. Our programs are broken down into five categories:




### Inclusive Leadership

Help leaders and managers understand and connect diversity and inclusivity to unlock team potential.

Topics include:

- Organizational Intention
- Building & maintaining trust
- Inclusive leaders
- Leading change
- Personal branding
- Imposter syndrome
- Mindful leadership



### Understanding Difference

Expand awareness and build understanding of difference, internal and external, across peoples with backgrounds and lived experiences.

Topics include:

- Understanding identities
- Language of DEIB
- Hidden diversity
- Neurodiversity
- Unlocking creativity
- Comfortably uncomfortable




### Crafting Culture

Foster psychological safety to build trusting, intentional and stronger interpersonal connections.

Topics include:

- Candid conversations
- Unconscious bias
- Microaggressions
- Cultural awareness and fluency
- Value of belonging
- Work/life balance




### Authenticity & Awareness

Understand our impact on others to empower bravery, confidence and authenticity how we show up for, encourage and support others.

Topics include:

- Self-awareness
- Mindfulness
- Intentionality
- Self-care and mental wellness
- Managing stress
- Confidence & agency



### Conscious Communication

Align communication with intention to foster clarity, build trust and strengthen workplace relationships.

Topics include:

- Intention vs impact
- Strengthening communications
- Power of storytelling
- Facilitating sensitive conversations

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## Emotional Intelligence

# Ascend Leadership®

## Powering the Journey to Executive Leader

Ascend Leadership® is a comprehensive, tiered leadership development program designed to lead professionals along the pathway from emerging managers to high-impact executives.

The core program is distinguished by its two-part structure: Foundations and Mastery. Ascend Foundations® is designed for emerging managers, to strengthen skills and develop core competencies that serve as the building blocks for effective leaders. Ascend Mastery® is designed for experienced managers and focuses on refining leadership capabilities required to transition from senior management into executive leadership roles. Both programs take place over several months, with a structured curriculum that guides participants through a journey of personal and professional growth.

We also offer stand-alone courses, each designed around a specific theme or leadership or competency. From cultivating emotional intelligence and trust, to mastering effective decision-making, and nurturing influential stakeholder relationships.

Ascend Leadership® offers programs in multiple formats to equip participants with the essential skills, core competencies and leadership capabilities needed for success in today's dynamic business landscape.

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### Ascend Foundations® -The Leadership Journey for Emerging Managers

Ascend Foundations® is a comprehensive leadership development program designed specifically for emerging managers. It focuses on developing the skills and competencies to lay a strong foundation for new managers and leaders. The program includes a mix of live instruction, as well as self-directed intersession work.

By the end of Ascend Foundations®, participants will be able to:

- Understand and apply key leadership principles
- Develop a professional brand and leadership style
- Effectively manage conflict and lead change within teams
- Communicate persuasively and build relationships with key stakeholders
- Develop a personalized action plan for career development.

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### Ascend Mastery® - Advanced Strategies for Aspiring Executives

Ascend Mastery® builds on the foundational leadership knowledge gained from Ascend Foundations®, elevating experienced managers' abilities as they aspire to executive positions.

By the end of the Ascend Mastery® program, participants will be able to:

- Implement advanced leadership strategies to influence decisions and inspire teams at a strategic level.
- Navigate complex organizational change with effective decision-making and risk management techniques.
- Amplify emotional intelligence skills to foster an environment of trust and ethics within senior leadership.
- Mediate high-level conflicts and negotiate effectively to drive team growth and innovation.
- Formulate and execute a tailored executive development plan, aligning career aspirations with organizational objectives.



## Session Learning Tools & Practice Materials

These supplemental handouts are available for download to help you apply key emotional intelligence concepts beyond the session. Use them to self-assess, practice new skills, and develop a personalized growth plan for strengthening your leadership and emotional intelligence.

The image shows two sample worksheets from the '2025 ASCEND Leadership Monthly Webinar Series'. The first is an 'Emotional Intelligence Self-Assessment Worksheet' with sections for 'Self-Assessment', 'Self-Regulation', and 'Action'. The second is an 'Empathy Practice Worksheet' with sections for 'Recall a Recent Conversation', 'Analyze Your Emotional Response', 'Consider an Alternative Response', and 'Recall an Alternative Response'. Each worksheet includes a grid for notes and a list of reflective questions.

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## Emotional Intelligence

### Additional Reading

**13 Emotional Intelligence Exercises, Activities & Worksheets**

(Courtney E. Ackerman, MA, Scientifically reviewed by Tiffany Sauber Millacci, Ph.D, 02/04/19)

<https://positivepsychology.com/emotional-intelligence-exercises/#5-eq-worksheets>

**Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?**

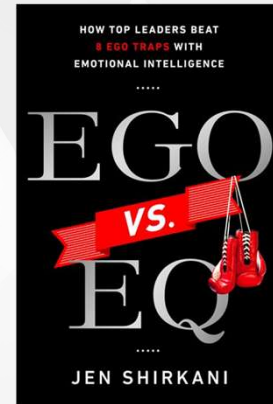
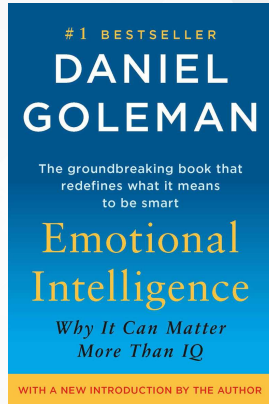
(Daniel Goleman and Richard E. Boyatzis, 02/06/17)

<https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on>

**Emotional Intelligence (EQ)**

(Mia Belle Frothingham, Updated 01/29/24, Reviewed by Saul McLeod, PhD & Olivia Guy-Evans, MSc)

<https://www.simplypsychology.org/emotional-intelligence.html>



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### Characteristics of Self-Awareness

Reflective	Pondering on your own thoughts, words, and actions
Observant	Noticing what's happening and following cues from the environment
Responsive	Being an active listener and adapting based on the reaction of others
Humble	Being aware of your strengths and weaknesses, and work to correct any shortcomings
Discerning	Making wise choices about how you will handle a situation
Adaptable	Assessing a situation and responding by changing your behavior
Self-controlled	Managing your words and actions
Empathetic	Understanding the needs of others
Perceptive	Anticipating the outcome of a situation

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## Qualities of Self-Regulators



- Act in accordance with their values
- Calm themselves when upset
- Cheer themselves when feeling down
- Maintain open communication
- Persist through difficult times
- Put forth their best effort
- Remain flexible and adapting to situations
- See the good in others
- Stay clear about their intentions
- Take control of situations when necessary
- View challenges as opportunities

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