

# Emotion At Work

## Unleashing The Secret Power Of Emotional Intelligence

*Local Business Owner And Author Roberta Moore Believes Taking Emotions To Work With You Can Not Only Enhance Your Professional Life But Your Bottom Line As Well.*

BY JULIA PAULUS OGILVIE

When Roberta Moore, a business executive and licensed therapist, was 12 or 13 years into operating her clinical therapy business, she started to become restless. It wasn't so much about the clients or the work but about feeling split into two parts: the business background part and the psychology/therapy part. "I wanted to find a way to integrate those two parts of myself and feel whole," says Moore. "I was feeling like I had a whole set of skills and a part of myself that I'd left behind and wanted her back."

Despite having a wealth of long-term clients and a full practice, Moore felt internally driven to get out of her comfort zone. In addition, she noticed that the professional people who came to see her for help with their families and personal relationships often ended up talking about their work issues too. "Often, the same skills they needed to build at home to be fluid and happy in their personal lives were the same ones needed to be productive and happy at work," says Moore. "'Aha!' I thought. 'If I could find a way to work with professionals who wanted to increase their skills and sort of bring psychology into the workplace without a stigma, that could allow me to use both my hard and soft skill sets.' I also preferred the challenges that professionals sought help with because it allowed me to exercise the dusty part of my business brain."

As Moore was trying to figure out a way to make this transition, she received a catalog of psychological assessments in the mail one day. As she paged through, she noticed the emotional intelligence model in it. "I got a rush of cold chills when I opened a page of the catalog and saw the ad for the EQ-i 2.0 assessment," says Moore. "This was not dread but excitement."

She was familiar with emotional intelligence because of a book by Daniel Goleman, and she saw this as a sign to take action. "I was looking for a structure or a model, and here was one that I thought I could embrace," she says. "Right then and there I

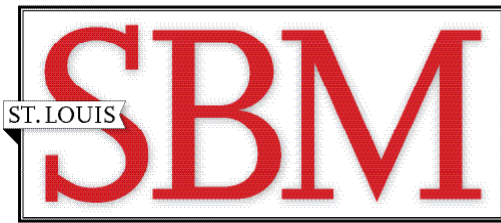
pulled out my laptop and searched until I found an upcoming certification class in Raleigh in March and thought it was perfect timing: I could finish my certification just as I was finishing up my stay in Hendersonville, North Carolina. My plan was to move to St. Louis in April. I would have that certificate in hand and be ready to take on new clients by the time I arrived at my new location."

Missing the city of St. Louis, their friends, and the abundance of opportunity St. Louis offered, Moore moved back to St. Louis in May 2013, after receiving the EQ certification in Raleigh in March 2013. Having left in 1998 when her husband got a better job opportunity, Moore built her business, Conscious Choices Corporation, for 13 years in Hendersonville, but now saw opportunity in St. Louis.

In 2014 Moore rebranded her business and launched Moore Relationships, moving the executive coaching and consulting service to Moore Relationships in order to separate the clinical therapy practice from the executive coaching and consulting practice for marketing and ethical reasons. "While doing that, I decided to offer more services such as: additional assessment tools, offsite and onsite corporate training, talent selection and development, and team building," she says.

Moore is also now writing a book, "Emotion at Work: Unleashing the Secret Power of Emotional Intelligence," on her studies of emotional intelligence and how it correlates with the business world. "I want to spread the word about emotional intelligence and how it can help you be more happy and successful, both at work and at home," says Moore. "I want to help others the way my mentors/teachers have helped me. I believe the corporate world could use some 'psychological help.'"

In the book, Moore explores how taking emotions to work with you not only can enhance your professional life but also can be the make-or-break difference that takes you from being stuck



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in less-than-optimal performance to stellar success and professional brilliance. “Using the conceptual model of emotional intelligence developed by Dr. Reuven Bar-On, I lay out 16 fundamental emotional skills that are vital for workplace success,” she says.

Moore also helps readers understand how emotional intelligence functions in the professional world by presenting real-life stories from her own background in the financial services industry. And she presents written exercises that go beyond traditional goal setting and journaling. “In fact, they stimulate you to begin relying on and exercising your emotional resources, with an immediate result of strengthening your emotional IQ,” says Moore.

St. Louis Small Business Monthly spoke with Moore about her process of working with businesspeople and the benefits of exploring and improving emotional intelligence.

What does your process with your clients look like? Do you take certain steps with each client?

The process is similar but different because each client is a unique individual. Generally speaking, we start with the assessment tool: EQ-i 2.0 that I am certified in. We use the Workplace Report if the client is an individual contributor (doesn't manage a team) or the Leadership Report if the client is a leader and manages people. It is part of Reuven Bar-On's model of emotional intelligence. The assessment results are a starting point for building a developmental plan to build and balance the EQ skills (there are 16 skills in this particular model). In addition, I run a Myers-Briggs personality assessment to round out the whole picture of the person. EQ is more behavioral; MBTI is about personality. Then I work with the client to build and balance the 16 skills, effectively raising that person's EQ.

What results do you and your clients

seek to reach?

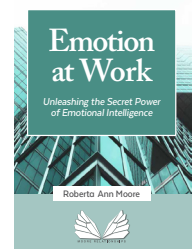
Different clients state/ask for different goals, based on two things: 1) their assessment results and 2) the industry they are in. We have research data across different industries that show the top five or so different EQ skills that a person needs to become a Star Performer in their field. Star Performers outperform average performers by 127%. Generally speaking, all clients wish to raise their EQ. There are 16 skills, and different clients work on different ones at different stages of their personal growth.

What are some tips everyone can use to boost their EQ and their self-image?

The foundation of EQ is called “self-regard.” Self-regard is the ability to respect and accept yourself as basically good. If you can't do that, you won't be able to convey respect and acceptance to others. Often, this is where we start in my work with clients, as many people carry guilt and shame about past experiences in their lives. Often this guilt or shame prevents them from presenting themselves confidently to others. We work to erase the guilt and shame, and then we build up the person's self-regard. One of the ways to build self-regard is to help a person acknowledge they have always done the best they could with the resources they had at the time. Reframing “mistakes” as “grist for the mill” can



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be very helpful here. This means helping the person see that valuable life lessons were learned from past experiences that help them move forward in the future. It is also helpful to make a list of past accomplishments (things you are proud of) in your personal and business life. Then celebrate that list and feel good about it. In addition to the list, you can make an intentional effort to “catch yourself do-



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ing something right” because we all spend too much attention on catching ourselves doing something wrong. Keeping a daily journal and writing in it at the end of the day, focusing on three things that you were really proud of or did really well that day, can help build up your confidence. I can’t tell you how many of my clients have told me that keeping a journal was one of the most helpful things they did.

How can improving EQ be especially beneficial to business owners?

The amount of money you earn is directly correlated to how high your EQ is, so business owners who raise their EQ improve their profitability. Many business owners need to form a connection

with their employees and their clients/customer base. Empathy is one of the 16 skills needed by many business owners. Empathy, or the ability to put yourself in the customer’s shoes and feel what they are feeling, can go a long way in building trust between you and your customer. Without that trust, clients/customers will think you are not listening to them and they may walk away from your business. The same is true for building trust with your employees. The more your employees feel listened to and understood, the more engaged and motivated they will be while at work. Of course, before you can have empathy for others, you need to cultivate emotional self-awareness, the ability to

understand your own feelings. Emotional self-awareness and empathy work together: By learning to understand, manage and control your own emotions, you can use them to feel empathy for your client/employee. For instance, often a business owner must manage/control their emotional impulses (impulse control) during a highly emotionally charged meeting with an employee or client. If a business owner loses control over the temper, frustration or anger, they may react (instead of slowly respond) and say/do something that distances the client. Afterwards they may regret their actions, but sometimes that is too late to save the client-employee relationship.

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## The 16 EQ Skills: How Do You Rank? ■

- **Self-Regard:** the ability to respect and accept oneself as basically good.
- **Emotional Self-Awareness:** the ability to accurately recognize one’s feelings.
- **Assertiveness:** the ability to express feelings, beliefs and thoughts and defend one’s rights in a nondestructive manner.
- **Independence:** the ability to be self-directed and self-controlled in one’s thinking and actions and to be free of emotional dependency.
- **Self-Actualization:** the ability to realize one’s potential capacities.
- **Empathy:** the ability to be aware of, to understand and to appreciate the feelings of others.
- **Social Responsibility:** the ability to be a cooperative, contributing and constructive member of one’s social group.
- **Interpersonal Relationship:** the ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection.
- **Emotional Expression:** the ability to express your feelings openly, both verbally and non-verbally.
- **Problem Solving:** the ability to identify and define problems as well as to generate and implement potentially effective solutions.
- **Reality Testing:** the ability to assess the correspondence between what is experienced and what objectively exists.
- **Flexibility:** the ability to adjust one’s emotions, thoughts and behavior to changing situations and conditions.
- **Stress Tolerance:** the ability to withstand adverse events and stressful situations without “falling apart” by actively and positively coping with stress.
- **Impulse Control:** the ability to resist or delay an impulse, drive or temptation to act.
- **Happiness:** the ability to feel satisfied with one’s life, to enjoy oneself and others, and to have fun. (Focus on the present.)
- **Optimism:** the ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity.

Want to learn more about these EQ skills? Read an extended version of Moore’s descriptions at [www.sbmon.com](http://www.sbmon.com).

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