



The Ultimate Guide to Navigating the New Talent Landscape

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Authored by our industry-leading talent experts across the globe, each piece outlines actionable strategies to address future-critical areas of impact that every organization needs to keep top-of-mind.

We recommend that you start with the introduction, then go on to explore the next five topic areas in any order you choose.



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THE ULTIMATE GUIDE SERIES:
EMOTIONAL INTELLIGENCE

How to Re-Engage and Re-Energize Your Workforce

*The Ultimate Guide to Navigating the
New Talent Landscape*



Where people meet potential

Throughout this turbulent time, employees have adapted to new ways of working, shown great flexibility, often embraced new technology and juggled multiple demands to continue their commitments to your organization.

Working patterns have changed, additional safety measures have had to be implemented, front-line workers have had to work long hours to provide essential services – all against a backdrop of ever-changing personal restrictions and sometimes without the usual support networks to fall back on. Organizations now need to re-engage and re-energize people by providing a clear and inspiring vision, creating a positive climate and ensuring the well-being and safety of their workforce.



THE ULTIMATE GUIDE SERIES:
EMOTIONAL INTELLIGENCE
by Jo Maddocks, Chief Psychologist

Three core strategies will give you a platform for focusing your attention over the coming year:

Inspire

A compelling vision providing clarity, optimism, and inspiration will be key to recovery. People have worked hard through the crisis and will need clear direction to maintain energy and reset focus.



Engage

How do your people feel? How are their commitment and engagement levels? These considerations are important for engagement and talent retention.



Support

Creating a resilient workforce that can manage new challenges will be critical to your organization. Sharpening the focus on well-being will be key to making work sustainable.



Underlying these three strategies is the concept of Emotional Intelligence (EI), defined as 'how a person manages their personality to be both personally and interpersonally effective.' EI is, therefore, the missing link that turns personality into effective performance.

Our evidence shows the clear impact of EI on both engagement and well-being:

- As well as demonstrating greater staff engagement and job satisfaction, employees with higher EI have been shown to have increased retention, reduced attrition, fewer work-related accidents and grievances, and greater career advancement. Fascinatingly, the EI attributes that relate to an individual's engagement are quite different from those required by leaders to engage others. With regard to leaders who create an engaging and motivational climate, our analysis shows that their key attributes are all interpersonal aspects of EI (see tables 1 and 2 on the following page)
- Developing EI has also proven to be a valuable method for building resilience, reducing stress, and enhancing well-being. Research indicates that greater EI facilitates more positive emotional states and fewer negative moods, thereby achieving a greater sense of well-being.

A global leadership research company that followed 20,000 new hires over three years found 23% failed because of both their poor understanding and management of emotions.



The Future of Jobs survey ranked EI as one of the top 10 skills that would be required by 2022.

Table 1: **Key aspects of EI that relate to individual engagement**⁷

EIP SCALE	LINK TO ENGAGEMENT
Goal Directedness	Clear on personal needs and goals
Personal Power	Feels empowered and self-determined
Flexibility	Willing to move outside of own comfort zone
Balanced Outlook	Keeps problems and difficulties in perspective
Interdependence	Enjoys working with others without being reliant
Emotional Resilience	Able to bounce back from setbacks easily

Table 2: **Key aspects of EI which drive leadership engagement**

EIP SCALE	LINK TO ENGAGEMENT
Awareness of Others	Pays attention to how others are feeling
Interdependence	Consults and involves others when necessary
Connecting with Others	Invests time and energy in building relationships
Regard for Others	Values individuals and respects their views and opinions
Trust	Has faith in people, while being realistic in expectations

⁷ Maddocks, J., & Hughes, D. (2019). The Emotional Intelligence Profile (EIP3) technical manual. PSI.

8 Ways that EI Supports Engagement and Well-Being at Work*



1. Individuals with high EI tend to be **more satisfied at work, committed to their organization**, and less likely to leave.
2. EI adds **clear incremental value** in predicting positive work attitudes over and above broad personality traits and cognitive ability.
3. People high in EI are **better at regulating their emotions** to increase positive feelings and reduce negative feelings, which in turn leads to greater job satisfaction.
4. EI (measured by the EIP3) accounts for **just under one-third (31%)** of an individual's level of work engagement.
5. High levels of employee engagement **lead to positive organizational outcomes**, such as improved sales, productivity, customer service, and safety.
6. Increasing employee well-being **can improve the bottom line**.
7. High EI is associated with better **psychological, psychosomatic, and physical health**.
8. Developing EI has been linked to **improved resilience, reduced stress, and enhanced well-being**.

“ The lights are turned on: leaders are more genuinely interested in their people, and I notice how much the Leading Through Emotional Intelligence Program has helped everyone from a health, well-being, relationship-building, and management point of view. More leaders are now able to coach themselves through difficult personal and interpersonal territory. ”

Neil Miles, Leadership Development Manager, British Gas

How to Take Action on Emotional Intelligence

At PSI we are committed to helping our clients to inspire, engage and support their workforce. These are the three core pillars that will enable organizations to re-engage and re-energize their workforce over the coming year.

1. Inspire

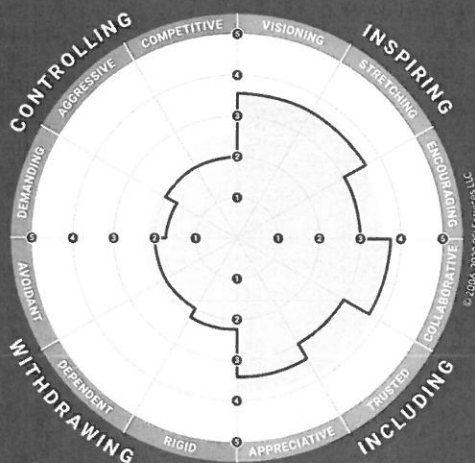
Why should people listen to you? How does it feel to be led by you? These are the types of questions that reveal the leadership climate of an organization, i.e. how it feels to be part of your organization. **The Leadership Climate Indicator (LCI)** is a measure of the climate and engagement created by leaders in your organization. Using the LCI will help build an emotionally intelligent workplace where people can thrive, flourish and innovate.

2. Engage

Take a deeper dive into the potential of your employees with the **Emotional Intelligence Profile (EIP3)**. EIP3 will better equip your leaders to manage themselves and get the best out of others. The EIP3 framework provides a proven model for developing individual potential by addressing the three building blocks for growth: Performance (Behavior), Engagement (Feeling), and Well-being (Attitude).

3. Support

Support all employees by investing in their well-being and personal development on a regular day to day basis. The key to making change sustainable over time is making sure people put good intentions into practice. The **EI Zone app** gives every individual ongoing support and activities to continually develop their Emotional Intelligence. Whether this is feedback on questionnaires, a daily check-in on their feelings, or a 21-day habit change programme.



The Leadership Climate Indicator (LCI) wheel and the EI Zone app.



THE ULTIMATE GUIDE SERIES:
REMOTE WORK

How to Hire, Develop, and Lead an Effective Remote Workforce

*The Ultimate Guide to Navigating the
New Talent Landscape*



Where people meet potential

Remote work is no longer just a growing fad or way of the future. It's here now, and it's here to stay.

In the aftermath of the pandemic outbreak, a survey conducted by the Society for Human Resource Management (SHRM) reported that over 75% of employers have employees working from home.¹ Over 7 in 10 of those employers are struggling to adapt to remote work. Let's be honest, working remotely has its benefits and challenges and the experience can be very different from employee to employee.



THE ULTIMATE GUIDE SERIES:
REMOTE WORK

by Amie Lawrence, Ph.D., Director Global Innovation

¹ SHRM, 2020.

Benefits

- Less absenteeism
- Increased productivity*
- Improved employee retention
- Broadens applicant pool
- Lower organizational costs
- No commuting
- Greater autonomy
- Enables better work/life balance



Challenges

- Reliance on technology
- More difficult to build relationships
- Out of sight, out of mind
- Barrier to advancement
- Decreased productivity*
- Lower job satisfaction
- Limited resources
- Feelings of isolation



What the pandemic afforded us was an opportunity to run a real-life remote work experiment, which has unwillingly forced many organizations to experience the true effects of having a largely remote workforce.

A **recent study**² shows that, early in the pandemic, leaders were concerned about a loss in productivity (64%); but, only a few months later, that number dropped to 26%. Additionally, the same survey reports that over half of leaders (54%) intend to offer remote work as a more permanent option for roles that allow it and intend to support this shift in thinking by improving the remote work experience (49%). From an employer's perspective, these data suggest that organizations are becoming less concerned about the overarching effects of having a high percentage of remote employees and are beginning to see its benefits and focusing on how to make it work better for them. One study found that around 70% of organizations plan to invest in additional technology to support hybrid work models for their **employees**.

From an employee's perspective, many are also realizing the value of remote work despite the challenges. While some data suggest that preference for remote work has declined as the pandemic has **continued**, most employees continue to report a desire to have the option of remote work – with around 20% of workers wanting to do so exclusively. In sum, these data suggest that remote work options are likely to continue, and organizations see the need to invest in better supporting these workers from a technological perspective. Technology is one way to support remote employees but it's also important to provide them with the social support and competency development needed to be effective outside of the office environment.

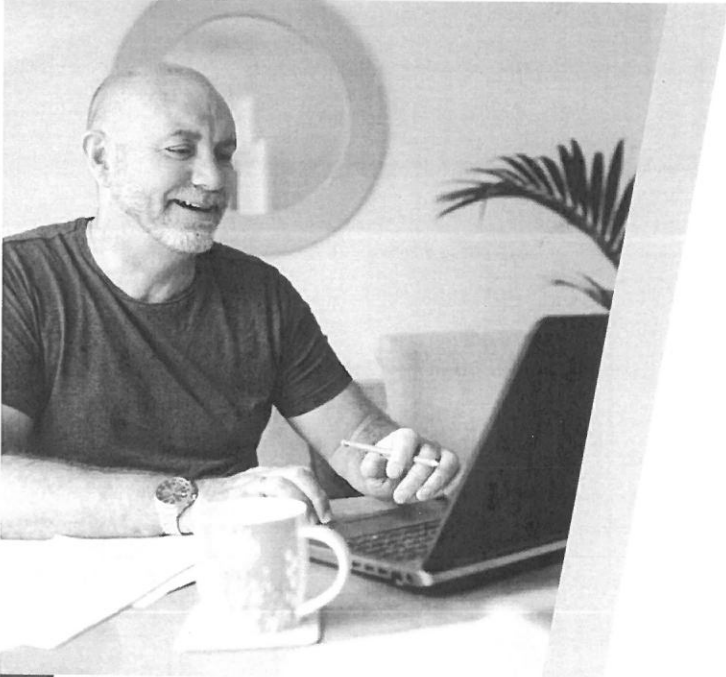
* Productivity is dependent upon physical and social resources available to the employee.

² Price Waterhouse Cooper (PwC), 2020.

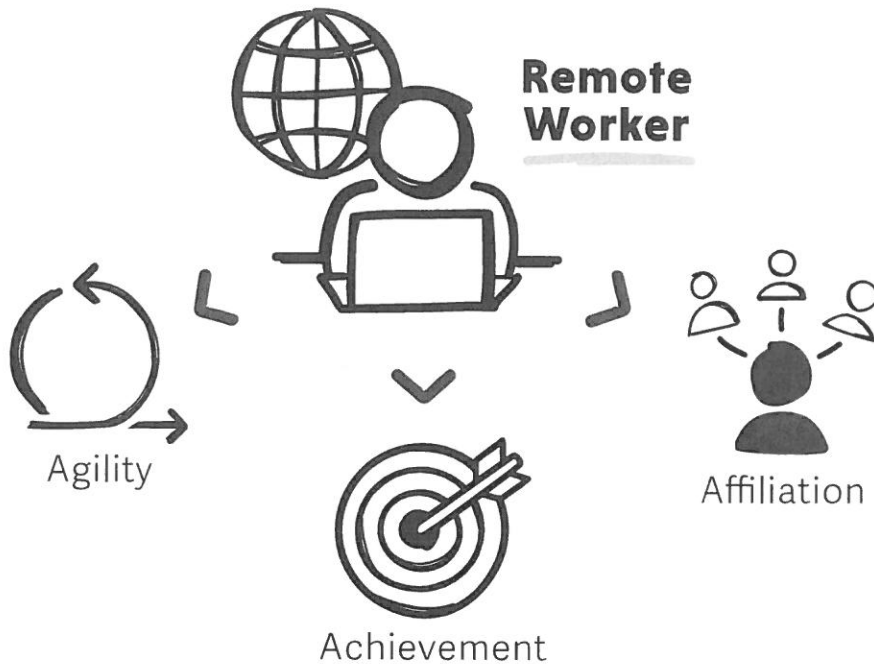
While benefits to employees and organizations alike are established, the fact is, outcomes are mixed as to who benefits and under what conditions.³ Evidence suggests those who work remotely more than 50% of the time may not realize the expected benefits without adapting to being remote. Individuals who are most effective remotely have developed competence in key areas that help them remain productive and content despite the physical distance. Taking all of this into account, now more than ever, employers need to consider the individual differences in remote workers' personalities and identify how to best support and develop them to realize their potential as remote workers.

In order to help our clients and partners as they support remote work for their employees, and to help individuals realize their potential as remote workers, PSI has reviewed the science of remote working and compiled a competency framework (referred to as a model). This model describes characteristics that are key in helping one develop into an effective and happy remote worker. It is our view that all individuals can learn, grow, and adapt. By understanding the remote worker model competencies and how their current skills are aligned, employees can identify areas of developmental opportunity and ways of utilizing their strengths to maximize their remote work potential.

Competencies required for successful remote working fall into three broad areas: **Agility, Achievement, and Affiliation.** Used in combination, these competencies describe the skills and behaviors needed to successfully navigate remote work. PSI's Remote Worker assessments measure three key competency areas that contribute to effectiveness in remote work and provides development tips to help employees leverage their strengths and close development gaps.



Workers who can adjust their approaches, prioritize, and demonstrate initiative will weather the remote environment better than those who cannot.



Agility

How people respond to change and handle challenges independently

Resilient workers naturally draw on their own resources to overcome setbacks, which allows them to maintain focus and productivity in a remote work environment.

Resourcefulness is highly valued in any workplace setting, but it becomes more crucial in a remote setting where fewer immediate resources are available and there is less access to colleagues.

Learning agility, or capacity to quickly pick up new skills and responsibilities, can often make the difference between a high remote performer and one who is simply getting their job done.

Achievement

How people adapt their work practices to drive action and ensure accountability

Initiative is key to thriving with the freedom afforded by being remote. Research has shown that having the freedom to plan and complete work autonomously increases trust and leads to higher motivation, job satisfaction, and organizational commitment.

Ownership is paramount for remote workers because there is no one physically present to outline priorities for them or keep them focused.

Decisiveness is another important asset for remote workers, enabling them to be able to make sound decisions quickly and independently.

Prioritization is essential for remote workers because it helps them manage their time and resources, allowing them to effectively combine their work and personal life.

Affiliation

How people deal with the absence of having other people in the same physical space to support them

Proactive relationship building is core to effective remote work – this means taking steps to build rapport quickly with others, gaining their trust, and cultivating long-term relationships.

Flexibility is among one of the main drivers of success and satisfaction for remote workers because it allows people to balance work-life demands. Adjusting and preferences regarding interruptions and work styles is a critical differentiator – this means being flexible to others' needs when working remotely.

Remote Managers Make The Difference

As previously noted, there are downsides to remote work and some individuals are more effective than others at navigating them. Some good news is that organizations can help their employees manage their challenges more successfully through effective leadership. Research shows that the quality of the relationships with supervisors can buffer remote workers from potential negative consequences of working remotely.⁴

Managers are uniquely positioned to help people realize the benefits of remote work by adapting their leadership style to mitigate the potential pitfalls. For example, they can provide technology to enhance collaboration and facilitate knowledge sharing,⁵ establish norms to ensure more frequent communication, and enrich how information is exchanged to prevent feelings of isolation.⁶ Taken together, these results highlight the importance of having managers who can help their employees perform effectively regardless of location, starting with role modeling effective behaviors in their own work style. This is where hiring with remote work in mind and developing current managers on the key remote work competencies needed to be successful will prove to be fruitful for both employees and organizations.

⁴ Grant et al., 2019.

⁵ Golden & Raghuram, 2009.




⁶ Golden & Viega, 2005; Golden, Viega & Dino, 2008; Lautsch et al., 2009.

Remote workers and remote managers require strengths in the same overarching competency areas, but applied in slightly different ways.

Agility: How managers respond to change and help people handle challenges independently.

Achievement: How managers adapt their work practices to drive action and ensure accountability.

Affiliation: How managers overcome the physical distance required to coach others and build a supportive team.

	Remote Worker	Remote Manager
 <p>Agility</p>	Workers must learn how to change work processes, adjust to new technologies and lack of office resources.	Managers must learn how to leverage technologies and find new ways of interacting, communicating, and monitoring progress toward goals.
 <p>Achievement</p>	Workers need planning and prioritizing skills to stay on task and manage work; internal drive to achieve results without supervision.	Managers need most of the same skills as workers plus creative problem solving. Achieving results with a virtual team requires different methods and approaches.
 <p>Affiliation</p>	Workers need to collaborate and communicate to meet deadlines and complete tasks. Remote work makes it more challenging to have spontaneous conversations.	Managers must learn how to establish and maintain personal connections remotely, as well as coach, instruct, and provide feedback.



Maximizing Remote Work Potential

In summary, effective remote workers need to possess a mix of Agility, Achievement, and Affiliation. The first step in doing so requires gaining personal insight and understanding where one may need to grow and develop. With this information, a coaching discussion with a trusted colleague or manager who can help identify ways of improving, provide feedback and follow-up, would further focus the individual on realizing their potential as a remote worker.



How to take action to Build Effective Remote Work

1. Use a proven personality tool designed to make data-driven hiring decisions for remote job roles.

PSI's **Remote Worker** and **Remote Manager Selection Reports** provide insights related to each of the competencies for success, as well as an overall fit recommendation.

- Snapshot of Competency Profile
- Overall Remote Job Role Fit Recommendation
- Score for Each Competency
- Competency-Based Interview Guide

2. Enable remote managers with the tools to personalize development for themselves and their teams.

Our **Remote Manager** and **Remote Worker Development Guides** provide tailored feedback based upon the user's assessment responses. These reports are perfect for self-guided development initiatives as well as coaching engagements.

3. Identify group trends in your organization with team analytics and reporting

How do you determine which groups can or should work remotely? Which teams may actually be more productive in a remote environment than an office setting? Use industry leading technology, like our award-winning **talent analytics platform**, to provide powerful real-time insights to drive your most important talent management decisions.

