

# Emotional Intelligence

Presented by  
IMA Leadership Academy

Sunil Deshmukh, M.Com, LL.B,  
FCMA, FCS – India, CMA,  
CBM – USA, ACC – ICF USA

August 3, 2021



The Association of  
Accountants and  
Financial Professionals  
in Business

# Webinar Features and CPE Credit

Q&A

Asking Questions



Participant Quick Guide



Help



CPE Credit

## Certification

### Criteria for Partial Credit Option 1

- ☐ Minutes to Watch: 50
- ☐ Number of Completed Polls required: 3

### Criteria for Full Credit

- ☐ Minutes to Watch: 75
- ☐ Number of Completed Polls required: 5

# Moderator



**Olya Kohnatska, CMA**  
**Sr. Manager Financial Planning & Analysis**  
**United Rentals Inc.**

# Presenter



**Sunil Deshmukh, M.Com, LL.B, FCMA,  
FCS – India, CMA, CBM – USA**

**ACC – ICF USA**

**Global Board Director**

**IMA**

**President**

**IMA Pune Chapter**

**Faculty Member**

**IMA Leadership Academy**



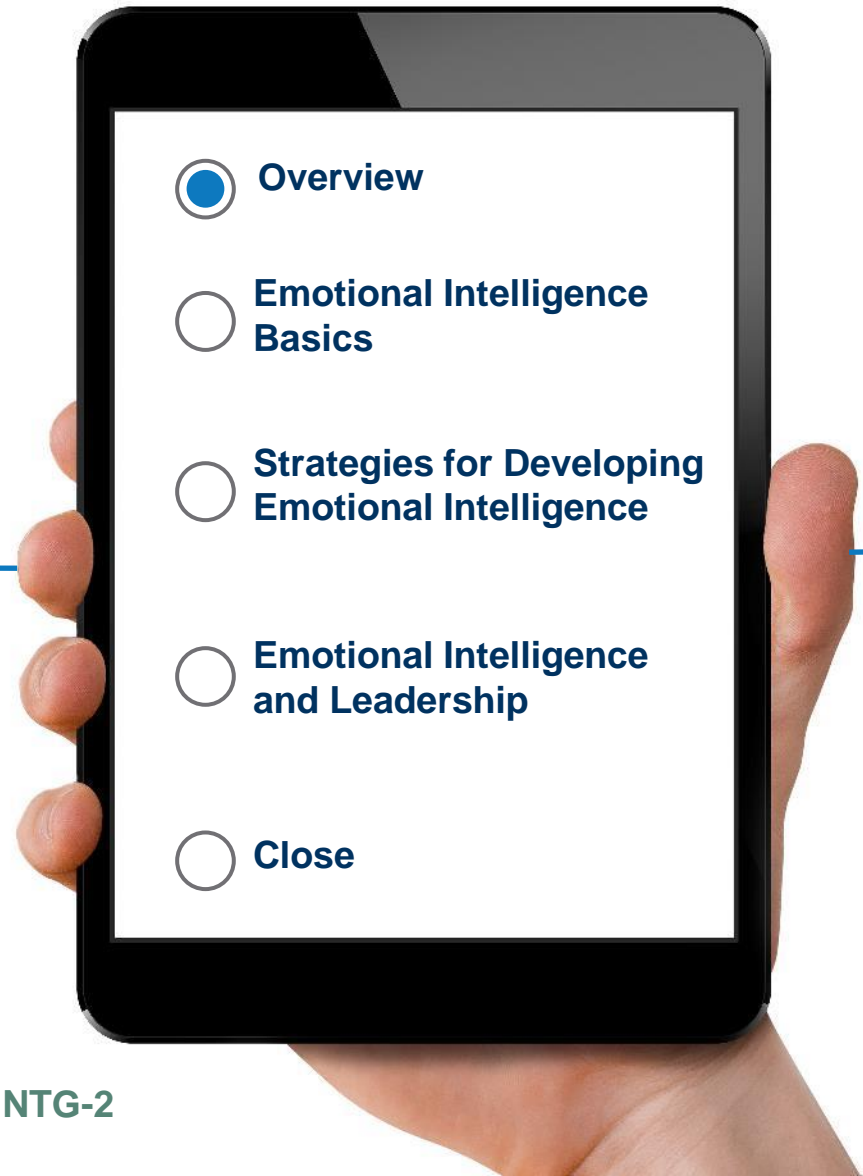
# Sunil Deshmukh's Biography

- Sunil is a Strategy consultant, Leadership Coach, Start-up Mentor, & Independent Director. He has successfully coached and mentored more than 50 corporate leadership professionals in India, the US, and abroad during the last 2 years and also serves as a director on the boards of various tech start-ups and NGO's.
- Sunil has three decades of global experience as a senior management professional (CFO/ Managing Director/CEO) working with companies such as Goodyear Tires, Foster's Beer, McDonald's, Indo-Jordan Chemicals Co., and AM International Holdings Singapore. His experience ranges from developing business strategies to managing operations, to providing board-level oversight and governance. He has worked across a global range of consumer markets and diverse cultures including Africa, Asia, Middle East and Singapore.
- Sunil is an active member of IMA. Currently Global Board Director of IMA, and member of the Strategic Planning Committee. He also currently serves as the President of the Pune Chapter and is a faculty member of the IMA Leadership Academy, as well the Associate Dean for the Leadership Academy's Mentoring Sub-committee.
- Sunil was the of the recipient of the IMA 2020 Champions Award.



# Course Goal and Agenda

The **goal of this course** is to explore what emotional intelligence is all about and how it impacts the workplace.



# Learning Objectives

After this session, attendees will be able to:

**DEFINE** | emotional intelligence.

**LIST** | and describe the four domains of emotional intelligence.

**DEVELOP** | strategies for strengthening emotional intelligence.

**EXPLAIN** | how emotional intelligence impacts leadership aptitude.





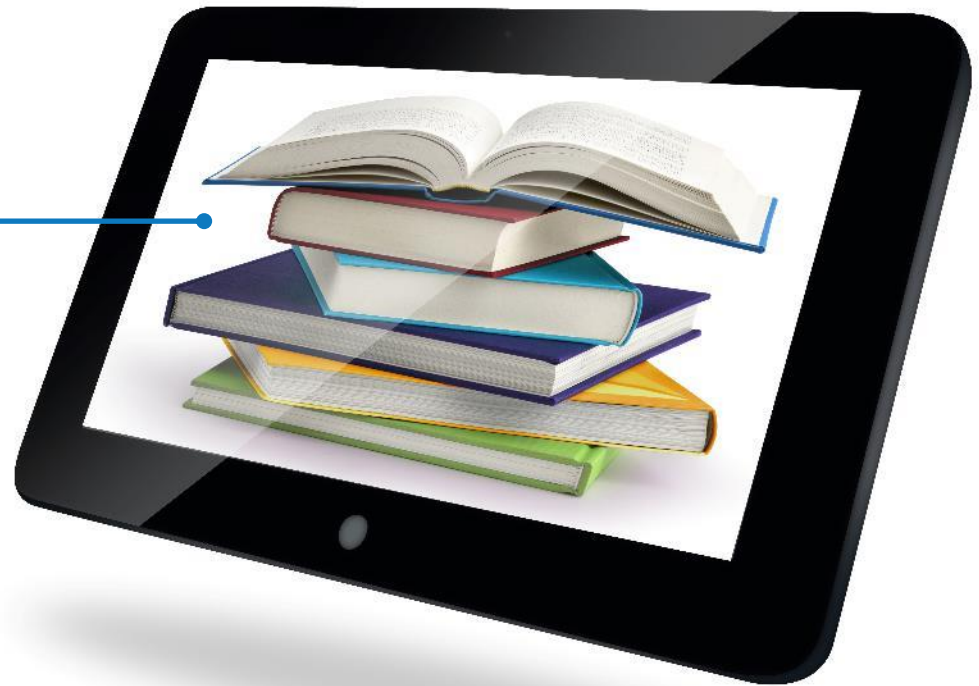


## EMOTIONAL INTELLIGENCE BASICS

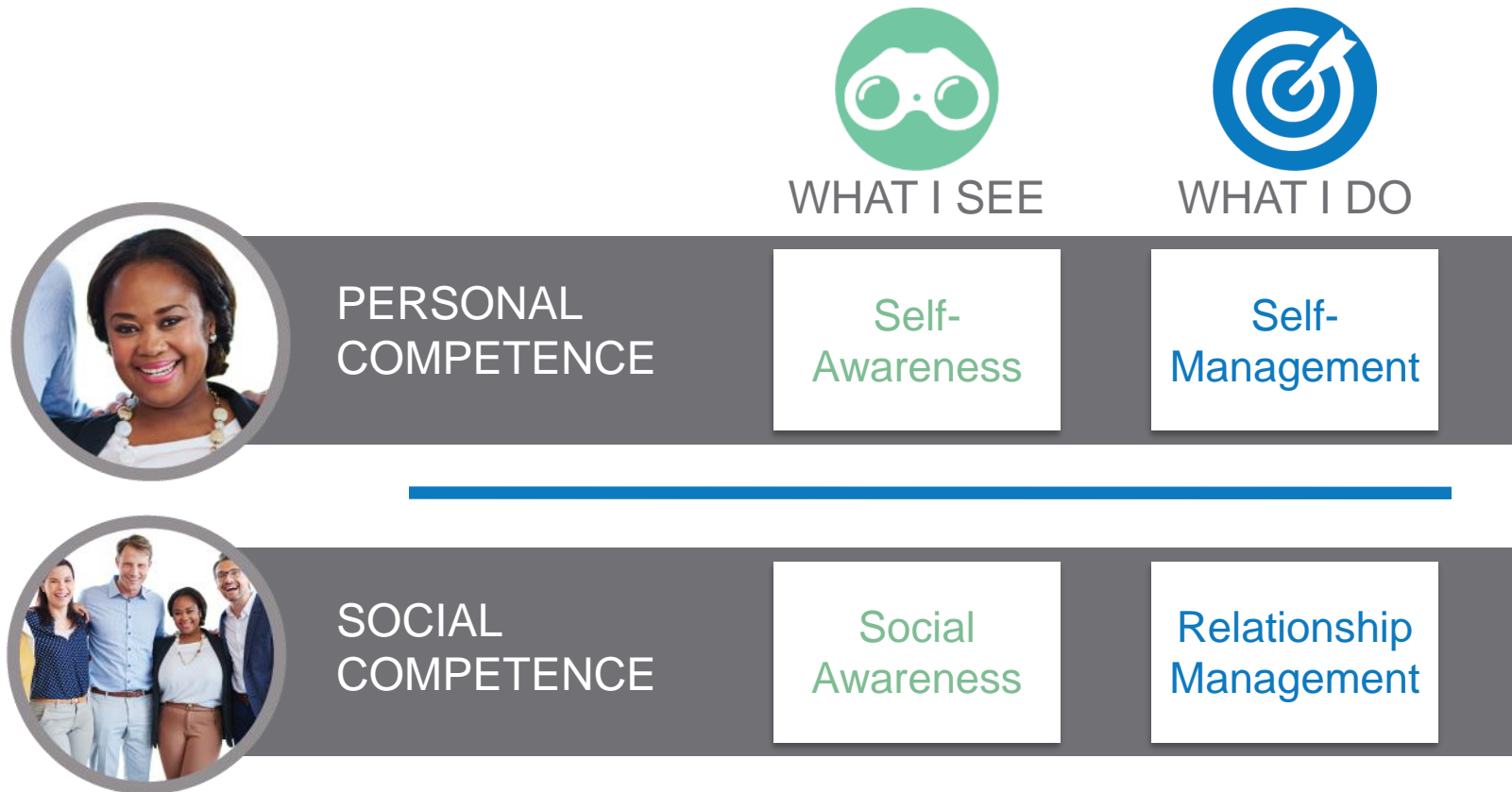


# Emotional Intelligence Defined

The ability to **identify** and **manage** one's own emotions, as well as the emotions of others



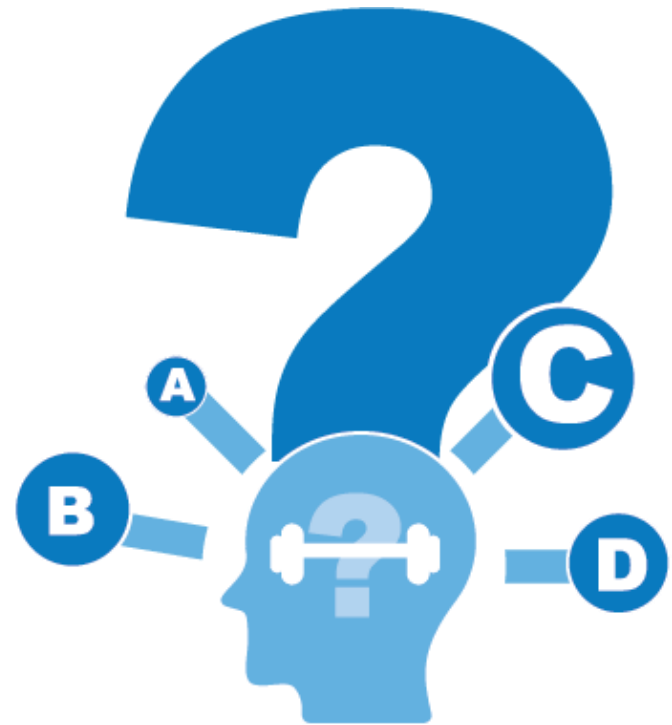
# A Model of Emotional Intelligence



# Poll Question #1

Which of the four **emotional intelligence domains** do you **EXPECT** is your strongest?

- a. Self-Awareness
- b. Self-Management
- c. Social Awareness
- d. Relationship Management



# Poll Question #1 Results

# 12 Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership





## STRATEGIES FOR DEVELOPING EMOTIONAL INTELLIGENCE

# Improve Your Self-Awareness

① **PRACTICE** noticing your emotions

③ **THINK** about ways to manage your emotions on the job

② **CONSIDER** how your negative emotions may have impacted others

④ **TAKE** an honest look at your own strengths and weaknesses





# Improve Your Self-Management

**1** **WAIT** before responding or making a decision that is emotionally charged

**2** **STAY OUT** of office politics, drama, and conflict

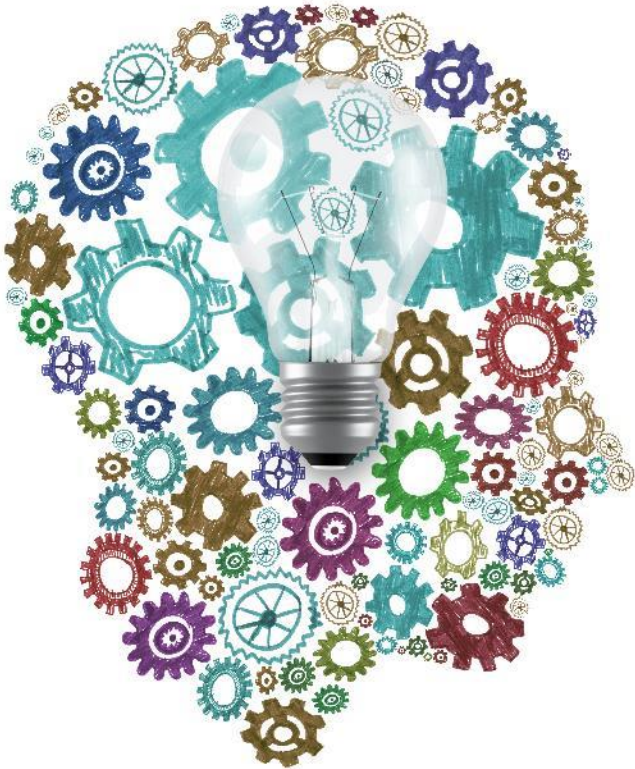
**3** **DEVELOP** beneficial solutions to uncertainty, frustrations, or disappointments

**4** **FIND** ways to release and manage stress outside of work



NTG-9

# Seven Thinking Strategies



- 1** Replace **BLUE** thoughts with true thoughts
  - B**laming myself
  - L**ooking for the bad news
  - U**nhappy guessing
  - E**xaggerated negative thoughts
- 2** Change the channel
- 3** Argue the opposite
- 4** Express gratitude
- 5** Practice mindfulness
- 6** Ask what you'd say to a trusted friend
- 7** Embrace a little self-doubt

# Poll Question #2

Which of the **BLUE** thoughts do you sometimes encounter? (please select all that apply)

- a. Blaming yourself
- b. Looking for the bad news
- c. Unhappy guessing
- d. Exaggerated negative thoughts
- e. I don't usually encounter BLUE thoughts



# Poll Question #2 Results

# Improve Your Empathy

- **Try** to view situations from the other person's point of view
- **Validate** another person's point of view
- **Examine** your own attitude and merits
- **Practice** active listening and reflecting back what the other person is saying
- **Treat** others as you want to be treated in all situations



# Empathizing with Those Who Annoy You



# Improve Your Motivation

- **Focus** attention on the aspects of your job that you love
- **Practice** optimism in general
- **Set** inspiring goals and reward yourself for milestones
- **Focus** on being positive, energized, and inspired



Source: See Bibliography [4]



# Poll Question #3

If you wanted to improve your motivation, which action would you **focus** on first?

- a. Focusing attention on the aspects of your job that you love
- b. Practicing optimism
- c. Setting inspiring goals and rewarding milestones
- d. Focusing on being positive, energized, and inspired



# Poll Question #3 Results

# Improve Your Relationship Management

- Learn to listen carefully, ask good questions, and be clear and accurate
- Learn the art of persuasion

Source: See Bibliography [6]



- Become the go-to person who finds solutions and resolves conflict
- Understand the person you're talking to and tailor your interaction to that individual



## EMOTIONAL INTELLIGENCE AND LEADERSHIP

# IMA Competency Framework



# Poll Question #4

Of the competencies included in the **IMA Competency Framework**, which do you suspect is most strongly supported by good emotional intelligence?

- a. Strategy, Planning & Performance
- b. Reporting & Control
- c. Technology & Analytics
- d. Leadership
- e. Business Acumen & Operations
- f. Professional Ethics & Values



# Poll Question #4 Results



# Leader Comparison



## Leader **without** EQ:

- Acts out in stressful situations
- Fails at collaboration
- Is incapable of addressing emotional situations



## Leader **with** EQ:

- Fosters safe environments that are naturally collaborative
- Is aware of how others will react emotionally and adjust accordingly
- Doesn't take things personally

# Areas Emotional Intelligence Impacts

- Acute awareness
- Impact interpretation
- Mental health management
- Cultivated communication
- Helpful humor



# IMPACT



CLOSE

# What is the ONE thing you most want to remember?



EQ IS THE ABILITY TO IDENTIFY  
AND MANAGE ONE'S EMOTIONS,  
AS WELL AS THE EMOTIONS  
OF OTHERS.



12  
COMPETENCIES



A MODEL OF  
EMOTIONAL INTELLIGENCE



SEVEN THINKING STRATEGIES



EMPATHIZING WITH THOSE  
WHO ANNOY YOU

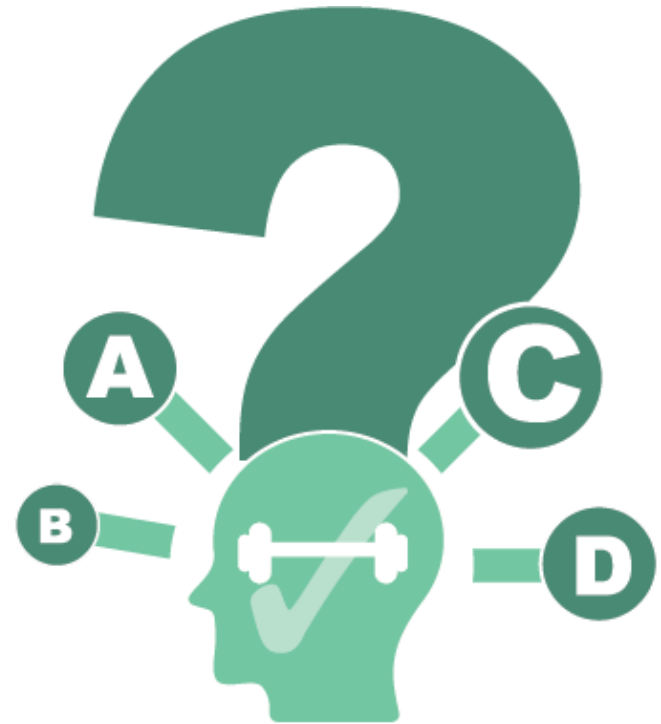


EQ AS A  
CRITICAL LEADERSHIP SKILL

# Poll Question #5

Which **emotional intelligence domain** do you NOW CONSIDER to be your strongest?

- a. Self-Awareness
- b. Self-Management
- c. Social Awareness
- d. Relationship Management



# Poll Question #5 Results

# Learning Objectives, Revisited

After this session, attendees will be able to:

**DEFINE** | emotional intelligence.

**LIST** | and describe the four domains of emotional intelligence.

**DEVELOP** | strategies for strengthening emotional intelligence.

**EXPLAIN** | how emotional intelligence impacts leadership aptitude.



# Action Plan

What are my strengths in  
**EMOTIONAL INTELLIGENCE?**

What areas of emotional intelligence could I **IMPROVE?**

What actions will I take to **STRENGTHEN** my emotional intelligence?

How will I and my company **BENEFIT** from my being more emotionally intelligent?



# Questions & Answers

*Use the Q & A Panel to send your questions to our panelists.*



**Olya Kovnatska, CMA**  
Sr. Manager  
Financial Planning & Analysis  
United Rentals Inc.



**Sunil Deshmukh, M.Com, LL.B, FCMA, FCS –**  
India, CMA, CBM – USA, ACC – ICF USA  
Global Board Director  
IMA  
**President**  
IMA Pune Chapter  
**Faculty Member**  
IMA Leadership Academy



# Thank You to Our Featured Presenter!



**Sunil Deshmukh, M.Com, LL.B, FCMA,  
FCS – India, CMA, CBM – USA**

**ACC – ICF USA**

**Global Board Director**

**IMA**

**President**

**IMA Pune Chapter**

**Faculty Member**

**IMA Leadership Academy**

# Thank You to Our Moderator!



**Olya Kovnatska, CMA**  
Sr. Manager Financial Planning & Analysis  
United Rentals Inc.

# Final Reminders

- ▶ **Complete the Evaluation poll** – on your screen
- ▶ **Access to your CPE Certificate** – 2 Options
  - Click the “CPE” icon at the bottom of your console  
or
  - Click the link in your post-event email
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your member transcript.





The Association of  
Accountants and  
Financial Professionals  
in Business

10 Paragon Drive, Suite 1

Montvale, New Jersey

07645-1760

U.S.A.

(800) 638-4427

(201) 573-9000





The Association of  
Accountants and  
Financial Professionals  
in Business

## About IMA® and the CMA® Program

IMA® (Institute of Management Accountants) is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) and CSCA® (Certified in Strategy and Competitive Analysis) certification programs, continuing education, networking, and advocacy of the highest ethical business practices.

For nearly 50 years, the CMA certification has been the global benchmark for accounting and finance professionals. It demonstrates mastery in 12 critical practice areas in business, including technology, analytics, financial planning and analysis, performance, and control. Professionals who earn the CMA can gain greater credibility, career advancement opportunities, and higher earning potential.

For more information about the CMA, visit [www.imanet.org/cma](http://www.imanet.org/cma).