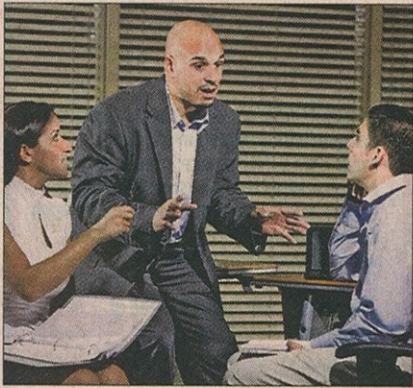# Create a High-EQ Workplace

People from different geographies, communities, religions, social values form part of today's organisations, making it more diverse than ever. In this scenario, it is crucial to have leaders who understand employee needs. Instead of random HR initiatives, focused policies create an emotionally intelligent workplace which responds well in crisis and stability. **Shreya Biswas** explains how to cultivate such a culture.

Make them feel secure

Emotionally secure people can be the biggest asset for a business. Make them feel wanted, give them the respect they deserve. "Tell them how much they are valued in the company, acknowledge their contribution on public platforms and they will not change jobs for a meagre salary rise, spread negative energies in office or involve themselves in politics. Instead, they try to raise their performance bars," says K Sudarshan, managing partner, emerging markets, Asia, EMA partners International.

Compensate people fairly

Compensation plays an important role in forming a just and fair environment at the workplace. Money might not be the sole motivator for work but it is an important component of people engagement. "People will start believing it is everything else but work that gets them a better place at work. You need to be just and transparent in distributing such resources," says Sudarshan.

Don't push too hard

It's always good to motivate people to better themselves, but extremes can hurt. Stiff and impractical targets create an unhealthy environment and people tend to blame others if they are not able to achieve them. There is burnout and even good performers start losing confidence. In the long run, this can be disastrous for the employer. "Lines between professional and personals lives get blurred and people tend to get into depression. This never helps a company that is trying to attain a certain height," says Ronesh Puri, MD, Executive Access.

Communicate effectively

Communicating feedback by empathising and understanding the emotional reaction of subordinates is one of the key challenges faced by leaders today. "The first step in achieving this is to understand your environment and employees, finding the common ground and then building rapport. While giving feedback, ensuring confidentiality, coupled with a high level of scientific assessment and followed by a roadmap chalking out the employee's growth path is the approach to adapt," says Anand Sharma, CFO, CPA Global.

Succeed together

Develop a sense of common responsibility in achieving goals. When a project has been executed successfully, attribute it to the team, and not to individuals. The same goes for failures. "Show them the results of pulling the load together. Play on their collective strengths instead of highlighting individual weaknesses. They will value you as a leader and will follow the cue. They will never try to pull each other down but will co-operate to better each others' performance," reasons Sharma.