

EQ Case Study Tool

An important project deadline is looming at an engineering company. The project team is waiting for some simple drafts from one of the civil engineers, Andy. The whole team is under a lot of pressure and no one can progress any further until Andy finishes the drafts. Andy is struggling, despite running behind his deadline.

Susan, the project manager is frustrated. As she walks across the office to talk with Andy, she notices that her fists are clenched and she is taking shallow breaths. She realises her body language is reflective of her negative thoughts: anger and frustration.

She breathes more deeply and relaxes slightly. "Andy," she says, "How are you going with the drafts? Is everything alright?" Andy begins to vent his frustration; there is not enough time and he has been given too much work.

Susan asks him more detailed questions about what obstacles he is facing and how he could overcome them. As Andy talks, Susan nods and agrees that there is a lot to do and that she feels pressured too. She is sympathetic to his frustration.

As Andy relays the information to Susan, he begins to realise he actually has a firm grasp of the work and knows how to finish the drafts. Andy feels rejuvenated and eager to get back to the drawings so he can finish them.

Susan jokes about how the vice president made such a crazy commitment to do the project and everyone is under huge pressure. They both laugh and get back to their jobs.

Questions

1. How would you have dealt with Andy's failure to finish the drafts on time?
2. Describe how Susan used the SMART model to deal with the situation:

Self-Awareness

Managing Emotions and Impulses

Attitude of Optimism

Reading Emotions

Teamwork