



Emotional Intelligence Research Report

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EN SANTÉ
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Workplace Strategies
for Mental Health

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Overall Summary of Findings

- The majority of employed Canadians fall in the middle ground when it comes to their emotional intelligence, rarely strongly agreeing nor disagreeing to any statement, with an **average emotional intelligence score of 7.1/10**. Overall, 14% of respondents scored themselves high and only 1% scored themselves low.
- A comparison with results from a 2012 study shows that overall, **the emotional intelligence of managers has not increased in the past decade**. Self-assessed metrics have not changed in any noticeable way, apart from an increase from 47% (2012) to 53% of respondents being identified as “challenged” in one or more areas.
- **Employed Canadians score their emotional intelligence as strongest when it comes to their relationships with others**. Approximately one-quarter say they are great listeners, are respectfully direct when called for, are aware of how their words and actions affect others, understand others’ views and opinions even when they disagree, and are always respectful even when feeling frustrated or upset.
- Overall, **self-rated emotional intelligence scores are similar among men and women** though they demonstrate different areas of strengths and weaknesses. While men report feeling slightly more competent when it comes to being calm and confident in difficult situations (23% vs. 19% of women) whereas women scored themselves the lowest in this area. Women indicate being a great listener as their greatest strength (33% vs. 22% of men); in contrast, men scored themselves lowest in being able to see where people are coming from when they are really upset (10% vs. 22% of women).

Overall Summary of Findings

- Older Canadians (55+) are more confident in their emotional intelligence nearly across the board, falling behind other age groups in only one area, “feeling comfortable dealing with others’ negative emotional reactions” (7% vs. 18-34, 14%; 35-54, 10%). **Younger Canadians indicate their biggest area of improvement as the impact of stress on their productivity** (4% indicate stress does not impact).
- Respondents in people-centric employment sectors, such as healthcare, retail and education, reported higher levels of emotional intelligence than other industries. **Manufacturing and construction, for example, score low in areas related specifically to dealing with others’ emotions**, whereas 27% of respondents in the Retail industry indicated being easily able to approach an emotionally charged situation from a place of non-judgemental empathy and understanding.
- In a manager versus non-manager comparison, **managers scored themselves higher than non-managers across the board**. Gaps between the two ranged from 7% to 11% with the largest being “others regularly seek my help when they’re emotionally distressed”, though this may be a reflection of position rather than a factor of emotional intelligence. Managers are also more likely to feel that they are being manipulated through ineffective communication (13% vs. 7% of non-managers).

Demographic Differences

Age

- Emotional Intelligence scores are higher among older employed Canadians.
- Younger employed Canadians indicate having less control over their emotions, being less able to stay calm under pressure or in difficult situations, and having less control over their stress. They feel it is best for people to stay out of their way when facing urgent demands as they tend to show rather than say what they feel when they are upset. Anger is the hardest emotion for this age group to control, and when they get upset they say it takes a long time to feel like themselves again. They also report being less aware of their effect on others and less likely to think others see them as a great listener.
- Despite these challenges, younger employed Canadians are more likely to recognize the need for their improvement. They are more likely to feel they would be more effective if they could more effectively handle stress, and that it is important to continue to improve their skills to support others who are stressed.
- Despite their difficulties dealing with their emotions, younger employed Canadians tend to feel more comfortable dealing with others' negative emotions. They indicate being somewhat better than other age groups at pinpointing why they react a certain way.

	18-34	35-54	55+
High Emotional Intelligence Score	9%	15%	20%
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	31%	26%	26%
I'm generally calm and confident in difficult situations	16%	22%	27%
I remain calm even under extreme pressure	16%	17%	24%
I feel comfortable dealing with others' negative emotional reactions	14%	10%	7%
For the most part, I have control over my stress*	10%	19%	29%
Stress does not prevent me from being effective*	4%	9%	11%

* Asked in opposite in survey

Demographic Differences

Gender

- Emotional Intelligence Scores are similar among men and women.
- Overall, employed **men** indicate being better at keeping their emotions in check when dealing with others. They report feeling more calm and confident in difficult situations, and able to hide emotional reactions. They also feel confident in dealing with conflict and able to more easily provide constructive criticism. That said, they are also more likely to say they will have a strong emotional reaction when upset.
- Employed **women**, however, report being more empathetic to those around them. They feel more likely to be considered a good listener, are regularly sought after by those who are emotionally distressed, and are always respectful, no matter how frustrated they are. They score themselves highly in their ability to approach emotionally charged situations from a place of non-judgemental empathy and can adapt their communication style to meet the needs of others. They indicate confidence in their ability separate their own stress from situations and are more able to focus on others' needs even when dealing with their own issues and being more likely to focus on, understand and help when others are emotionally distressed.
- Employed **women** also report being more aware of their own role in the reaction of others, being able to understand their own emotions, where these emotions are coming from and the impact they have on others, more so than men.

	Male	Female
I am generally calm and confident in difficult situations	23%	19%
Most people around me would describe me as a great listener	22%	33%
I am aware of the effect what I do or say has on others	22%	32%
I'm easily able to adapt my communication style to meet others' needs and preferences	18%	22%
I am comfortable when others discuss their emotions with me*	13%	23%
I can understand where others are coming from when they're really upset*	10%	22%

* Asked in opposite in survey

Demographic Differences

Employment Industry

- People working in **retail** are more likely to indicate an understanding of the importance of learning to deal with their own stress and supporting others dealing with stress by creating a positive mood and approaching emotional situations from a place of non-judgemental empathy. They feel more aware of what triggers emotional reactions and are always respectful regardless of what is going on around them and are more confident in resolving conflict
- Respondents in the **education** sector are self-assessing high scores in emotional intelligence (19%). They are more confident than others in their ability to deal with the emotions of others. They report understanding the opinions of others, even when they disagree, are considered great listeners, and can adapt their communication style to meet the needs of others. They are less likely to feel uncomfortable when others discuss their emotions and can remain calm when doing so. They will offer support to others even when they are not directly responsible and are more likely to be considered respectful and direct. Throughout this, they indicate being more likely to be aware of the effect of what they do or say on others. Despite this, stress is hard for this industry and they reveal feeling less able to create positive moods when dealing with their own stress. Some report issues with work-life balance as well as an ineptitude in receiving criticism well.

	Retail
I feel it's a good use of my time to focus on building skills that will help me better understand and manage stress	29%
I'm easily able to approach emotionally charged situations from a place of non-judgmental empathy and understanding	27%
I'd be more effective, personally and professionally, if I found ways to better manage stress	23%
I know how to create a positive mood when those around me are under high stress	23%
People would describe me as skilled at resolving conflict	21%

	Education
Most people around me would describe me as a great listener	35%
I feel I have a good ability to understand others' views and opinions, even when I disagree	31%
Others would describe me as being respectfully direct when the situation calls for it	29%
I'm easily able to adapt my communication style to meet others' needs and preferences	25%
I know how to create a positive mood when those around me are under high stress	15%

Demographic Differences

Employment Industry

- Those working in **manufacturing** and, to a degree, **construction** indicate placing less importance on dealing with emotions. Dealing with their own stress as well as supporting the stress of others is not something they consider important. They reveal to be less aware of their impact on others and less able to adapt their communication styles. Others are less likely to turn to those in this industry when they are emotionally distressed and they report being less likely to offer their support in these situations. Respondents in these sectors are not comfortable dealing with emotions and are more likely to feel they are being manipulated by those showing this emotion. Those in construction are more confident in their ability to provide constructive criticism than those in other industries.
- Respondents in the **healthcare** sector indicate an understanding of the importance of providing support to others and feel they should continue to improve those skills. They report being more comfortable dealing with others' negative emotions and providing support and can adapt their communication styles to meet the needs of others. However, those in this industry reveal having problems dealing with their own emotions, having less control over their stress and being less likely to stay calm and respectful in difficult situations. They feel their stress causes them to be less effective.

	Manufacturing
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	17%
I'm easily able to adapt my communication style to meet others' needs and preferences	14%
I am comfortable speaking to others about their emotions/feelings	7%
Others regularly seek my help when they're emotionally distressed	5%
I acknowledge others' emotional support, even if they don't come to me for support*	4%

	Healthcare
It's important for me to continue improving my skills in understanding and supporting those around me who are stressed	32%
I'm easily able to adapt my communication style to meet others' needs and preferences	21%
I'm generally calm and confident in difficult situations	17%
For the most part, I have control over my stress*	11%
Stress does not prevent me from being effective*	5%

* Asked in opposite in survey

Demographic Differences

Managers vs. Non-Managers

- Unsurprisingly, managers report being more likely asked to help others when they are emotionally distressed. They indicate being more able to tell the difference between similar emotions and are more comfortable dealing with others' negative reactions while remaining calm and confident. However, they also demonstrate being more likely to think they are being manipulated and have a harder time with work-life balance.

	Managers	Non-Managers
I can easily tell the difference between similar emotions, such as anger, disgust and shame	31%	22%
I'm generally calm and confident in difficult situations	27%	20%
Others regularly seek my help when they're emotionally distressed	22%	11%
I feel comfortable dealing with others' negative emotional reactions	17%	10%
I regularly struggle with maintaining good work-life harmony	16%	10%
It's unreasonable to focus on others' emotional reactions when I'm under high demands	13%	6%
Ineffective communication is almost always a sign of someone being manipulative	13%	7%
People can tell I'm emotionally upset, even if I haven't said a word	11%	18%
Complaining, whining or crying are almost always a ploy to get my attention	11%	5%

Managers

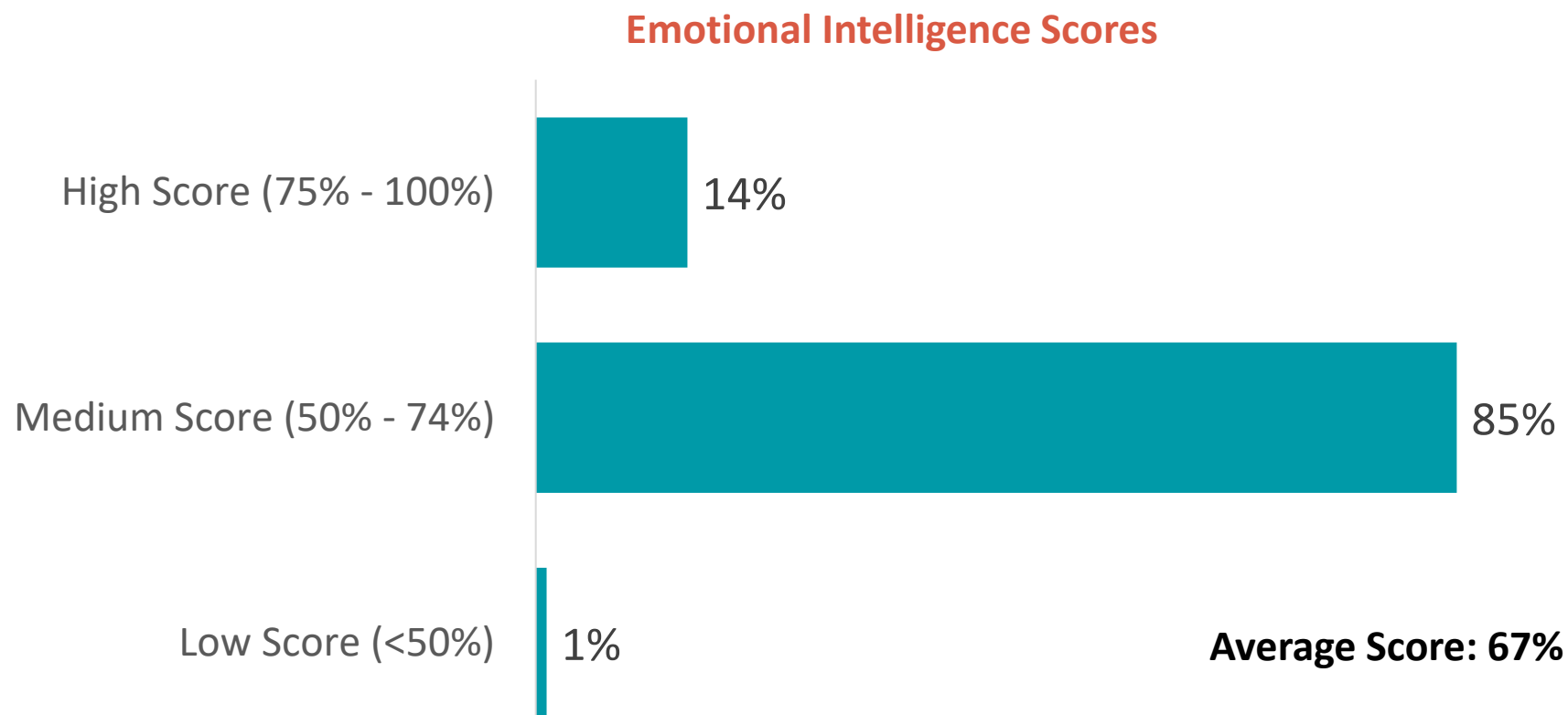
- Overall, managers score slightly higher on most emotional intelligence factors than non-managers.
- Nine-in-ten managers indicate understanding the importance of improving their skills and supporting those who are stressed, with men agreeing more strongly than women.
- 82% of managers reported being respectful no matter how frustrated or upset they are, with women managers and those aged 35-54 more likely to strongly agree.
- Half of Canadian managers between 18-34 years indicate lacking confidence in their ability to control their stress.
- 83% of managers reported being able to approach emotionally charged situations from a place of non-judgment, empathy, and understanding. women managers are more likely to be able to show empathy and non-judgment.

Non-Managers

- Over one quarter (27%) of non-managers agree that others see them as a good listener. Residents of the Prairies and Ontario, workers in the transportation industry, those over 35 years old, and identifying as male strongly agree to be described as a good listener by others.
- 86% of non-managers indicate being aware of the effect they have on others. This is particularly true for those working in the education, finance or insurance sectors, above 35 years, identifying as female or a member of the LGBTQ2S+ community, and those diagnosed with a mental health disorder.
- More than half (55%) of non-managers reported being comfortable while dealing with others' negative emotional reactions. Men and visible minorities are more likely to deal better with negative reactions.
- 52% of non-managers generally say they don't acknowledge others' emotional distress until they are approached. Residents of Quebec, men, those working in manufacturing, transportation and construction, working on-site, and visible minorities report being less likely to acknowledge others' emotional distress.

Most employed Canadians have a mid-range Emotional Intelligence score

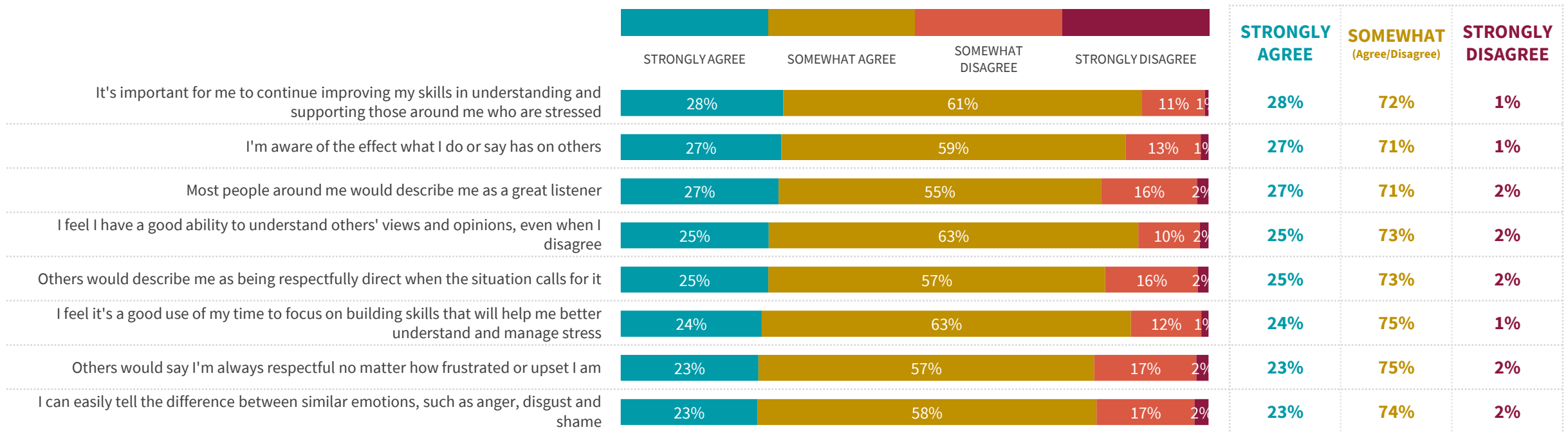
- More than eight-in-ten (85%) employed Canadians self-assessed an emotional intelligence score that falls in the middle range, with 14% achieving a high score and only 1% a low score.
- The average score achieved was 67%.



Overall, Canadians scored highest in ability to deal with others and importance of improving these skills

- While only approximately one-quarter of Canadians strongly agree with these statements, these are higher than scores for other emotional intelligence statements.

Positive Statements - Agree or Disagree





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