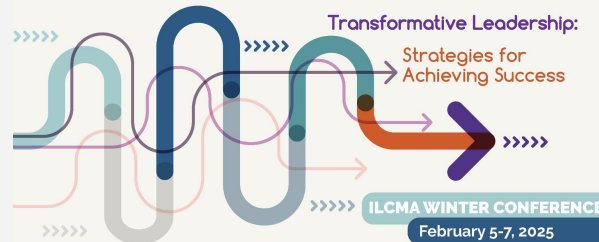


# Building an Emotionally Intelligent & Inclusive Workplace

Dr. Kathleen Yang-Clayton, Founder/Director, Center for Equity, Effectiveness and Efficiency  
in Local Government

Cori Burbach, Assistant City Manager, City of Dubuque, Iowa

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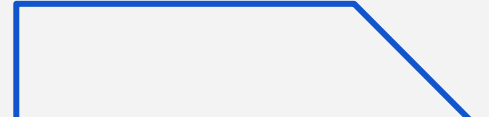
What is Government Good at?



# THE PROBLEM

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- Trust decline in local government
- Ineffective DEI training methods
- Over-reliance on external support
- Public perception of ineffective and inequitable government performance



# THE SOLUTION

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Internal learning accelerator to  
amplify the capability and  
innovation of internal  
public sector cohorts to drive  
organizational transformation and  
core performance

# THE REDI\* MODEL AT A GLANCE

## 1. Policy Analysis



We begin with a shared analysis and commitment to data-driven change using a range of mixed methods from the social sciences.

- Learning about structured interviewing for data collection
- Focus group setup and facilitation
- Document review

## 2. Process Change



Our model emphasizes strategic implementation and iterative problem solving to find accurate recommendations for change.

- The Plan-Do-Study-Action
- Plan model adapted to public sector challenges
- Strategic implementation through building learning cultures

## 3. Project Management



Members of the cohort learn critical project management tools for the success of pilots and implementation

- Learning how to create meetings that move projects forward
- Clarifying team roles
- Communication skills

## 4. Emotional Intelligence



Working with new people on culture change is challenging. We build the EQ strength of the cohort for success.

- Self-awareness
- Self-management
- Social Awareness
- Relationship Management

**\*Reimagining Equity through Dynamic Inquiry**



# HOW IT WORKS

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## PHASE 1 Impact Lab

- *Framework modules*
- *Gathering insights and prototyping*
- *Building capacity for efficiency and effectiveness*

## PHASE 2 Impact Scaling

- *Implementing equity-driven solutions*
- *Integrating equity-driven values framework*

## PHASE 3 Resilient Innovation

- *Adapt to changing environments*
- *Emphasizing inclusiveness and staff well-being*
- *Generating new culture*



# THE IMPACT

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- Enhanced decision-making
- Increased efficiency
- Improved project outcomes
- Stronger team dynamics
- Adaptability and resilience
- Increased employee engagement, skill-building and retention
- Innovation culture
- Data-driven insights
- Long-term sustainability

# Dr. Marc Brackett & Emotional Intelligence

Emotional intelligence is the ability to understand and manage your own emotions, and to understand other people's emotions and your reaction to them.

- Develop self-awareness, or recognition of your emotions.
- Take responsibility for your emotions. Be flexible in the situation causing them.
- Have empathy for other people. Try to recognize and understand their emotions.
- Use your awareness, self-regulation, and empathy to build more meaningful relationships with others.





90%

*of top performers  
have high EQ*



*EQ is responsible for*

58%

*of your job  
performance*



\$36,000

*People with high EQ make  
\$36,000 more annually  
than their low EQ  
counterparts*

From:  
*Emotional  
Intelligence 2.0*

Emotional Intelligence

## 3 Exercises to Boost Your Emotional Intelligence, According to Research

by Emma Seppälä

June 26, 2024



Francesco Carra fotografo/Getty Images

## Exercise 1

1. Notice the state of your body.
2. Take note of your thoughts and their “traffic level.”
3. Notice your emotions.

Do this before big presentations, or conversations that will require you listen and center the other person’s feelings in the conversation.

# How to Strengthen Your Emotional Intelligence Skills



**Journaling:** Record and reflect daily on how your emotions influenced your decision-making, interactions, and meetings.



**Undergo a 360° assessment:** Seek feedback from your colleagues and conduct a self-assessment to surface leadership gaps.



**Practice active listening:** Hide distractions, focus on what the speaker is saying, and show you're engaged using non-verbal cues.



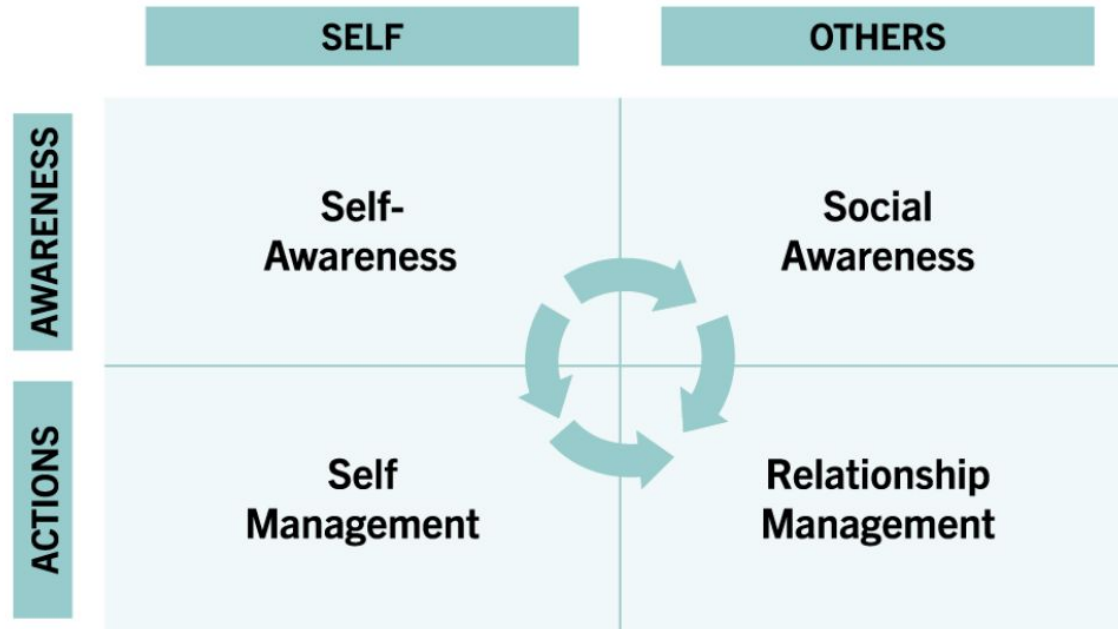
**Pay attention to your emotions:** Reflect on what prompted a strong emotional response and why so you can better manage it in the future.



**Take an online course or training:** Enhance your emotional intelligence through a flexible online program that offers a 360° assessment.



# 4 Core Competencies of Emotional Intelligence





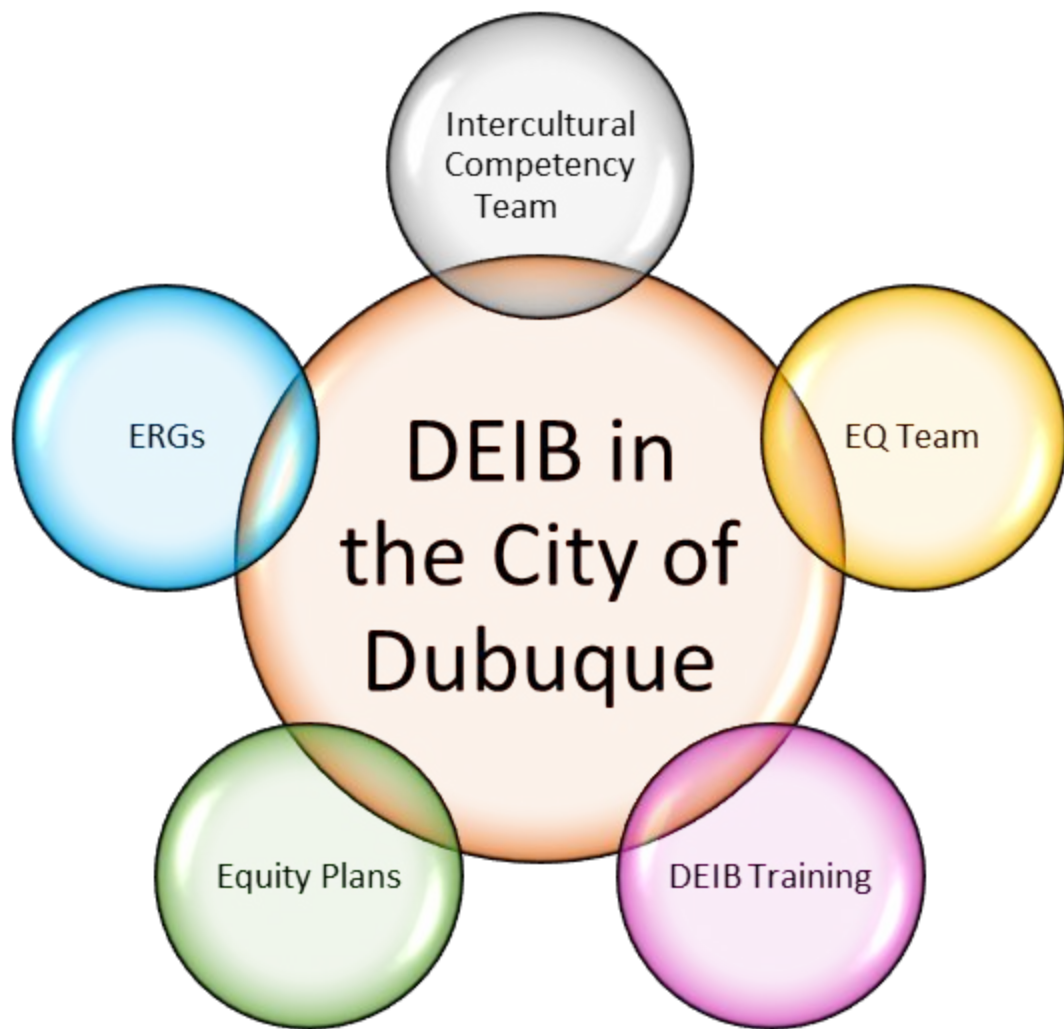


THE CITY OF  
**DUBUQUE**  
*Masterpiece on the Mississippi*



# Dubuque's Evolution







# Emotions are bits of data.

We enter the workforce knowing how to read, write, and report on bodies of knowledge, but too often, we lack the skills to navigate our emotions in the heat of challenging problems we face.  
-Travis Bradberry





# The Six Seconds Model of EQ

## KCG Model: 3 Pursuits



K - Know Yourself – *clearly seeing what you feel and do*. Emotions are data, and these competencies allow you to accurately collect that information.

C – Choose Yourself – *Doing what you mean to do*. Instead of reacting "on autopilot," these competencies allow you to proactively respond.

G - Give Yourself – *Doing it for a reason*. These competencies help you put your vision & mission into action, so you lead on purpose & with full integrity.

# Belonging: feeling accepted and comfortable in the workplace

Creating psychological safety in the workplace matters. When employees feel safe, they:

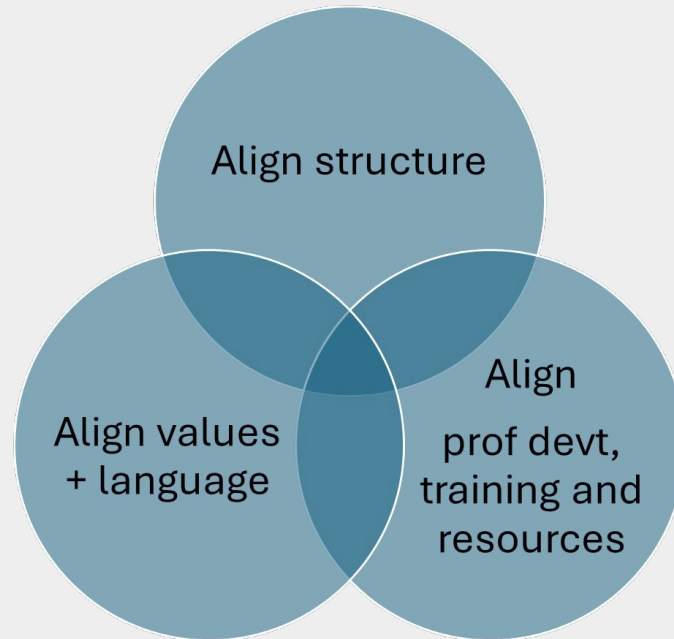
- Feel included
- Can learn quickly
- Can contribute fully
- Can innovate and challenge the status quo



Employees with a strong sense of belonging report a 56% higher level of overall job performance.

# What does our EQ and DEIB focus look like today?

Only 10% of organizations operationalize their values into teachable and observable behaviors that are used to train their employees and measure success. - Brene Brown







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