

Interview Axel –

Arthur : Hello, Axel. Thank you for joining to make me this pleasure to be here and do the interview. My first question is how would you describe the leadership approach of Jules your leader?

Axel: I would say he is very comprehensive. He tries to put himself at your place and also he has a lot of questions about how you feel. Is your workflow too high? Too low?

It really tries like to understand what are your gates at the moments. What are your feelings and also leads you by giving you ownership on some task and also by giving you autonomy when it sees that everything is going well. But I would say he is very present, more as a mentor than as a leader. Really try to make you feel that's it's important for him to guide you to the good choices and also to feel how you feel.

Arthur : Ok, you work in a hybrid work model, sometimes we were on the remote, sometimes we were at the client, sometimes we were at the office. How would you describe how is the relationship? Is it the relationship a bit different on site than off when you're on the remote?

Axel: Yeah. So Mike is a bit different because I'm super rarely on remote due to clients requests. We are four days on site and then one day at the General Deloitte office.

So I have mainly direct contact with the remote is less now. But from the few examples I get from remote, I would say isn't too intrusive like he has a lot of confidence in what I do. He has for feedback and also for checkpoint to check whether my job has been done or not.

But it's more like an exchange between both of us to extrait, the maximum of each other.

Because he has his own tasks, he delegates a lot to me as well. And then on site is much more presence due to physical presence of course but I would say that is practice in a way that is only is, yeah, always the first one to come in to check for you if everything is OK.

In my feeling is sometimes a little bit protective, because it warns that things go well.

So, but that's related to me. I like to be super autonomous, to have my own thinking path and then to make mistakes and not and is present in that way.

And also I would say the words that you find in the best that he cares like he cares a lot.

That's really important for him.

Arthur : What does he cares about ?

Axel: He cares about everything, about how you feel about, do you like your work/

don't you like your work? And also in the private side, you feel that the work life balance is really important for him and that he wants also you to feel at tease with saying yeah, no, I have too, my workload is too high or I can manage it. So he's comprehensive in that way.

Arthur : OK, great, thank you for this summary of your mentor, and now we're going to dive a bit more in detail about **self-awareness**. Those questions are more about how you perceive him. So first question is, how would you describe the level more or less of self-awareness of Jules?

Axel: That's a good question. I know him for like 3 months... But I think it's in a way. You know, he knows himself pretty much. He knows when he's stressed and he doesn't hesitate to communicate it. But like in a good way not to stress you, but to say now, I'm stressed, like now I'm angry. So maybe not a good moment to ask me a question or a difficult one. So in that way, it's good. I think he knows himself pretty well. Yeah, I think it's all I have to answer to the question.

Arthur : How would you describe that this level of self-awareness influence your interactions? You were talking about he that he communicated when he was stressed. Would you say that this yeah influenced this your both interaction on a work point of view.

Axel: I mean, but it's been the case, I think for everyone when it's a good mood, it's much easier to connect into, to share about like everything, and also to collaborate on some projects. So the work is, I would say more smooth compared to when you are really stressed. **Arthur :** May I rectify? When he's stressed, does he communicate about this? Does he? Does he really know when he's stressed or not? Or do you have deduce it? I see he's a bit nervous, he might be stressed.

Axel: In point of view of self-awareness, he really communicates with the fact that now, I'm stressed like now, I'm angry. It's really him that comes to you and say, OK. No, I've had, like a stressful moment. Please like don't reach out for 5 minutes. I have to calm down. That's more, yeah, in self-awareness.

Arthur : You don't have a lot of remote contacts, but do you feel a difference between on site and on the remote context?

Axel: Yes, that point, yes. Because one is, I would say more stressed, he replies way faster, than when he's not. So that I can see it that way. I mean it communicates less like he won't send me a message like, now, I'm stressed but it will fill in the messages that he is received. Like sure, I mean in the indicators of the messages.

Arthur : Ok Great. Then we go to next point. So **self management**, that means that he recognize his feelings. How does he deal with them? So first question, yeah What do you estimate of how he can manage himself on a daily basis?

Axel : I would say that it's when it's like angry he tends to be a bit more lazy like “I don't want to do that, I'm not in a good mood”. But he forced himself to do it as well. And on the other point, for example, when he's stressed or when he's happy, work goes way faster at some point. And also in general, when he managed like good feelings, you see that he really can, like manage good, good situation jokes. Everything of related sort to privates. More openness to everything, to every topic. That's maybe how he manage it.

Arthur : Do you have a concrete example in mind?

Axel : So Jules plays football. The matches usually are on Sunday and when he loses on Sunday you can feel that on the mood on Mondays bit different than when he when he wins.

So we had a Monday when he wins and he was super proactive like “I want to do a lot of things, we should do that, we should plan that that, that meeting today...” The workload on the point was way higher because I think that he also knows that when he's in a good mood, he can manage way more workload than when he's in a bad mood. You can really feel it. I think that's a good example as a self management of things.

Arthur : Great, another question is, do you feel the difference in a remote context and on sites of him managing himself?

Axel : I don't think like I think there is no really difference. He manages himself the same way in remotely or on site. So no, that's there is no such a difference between those.

Arthur : And when you see, let's say your manager managed himself well or maybe unwell when in a stressed situation. Sometimes it could be like you said, that he's more stressed or he don't want to be bothered. Does it increase your motivation to work? And also, another question, do you lighten his vision of how he's working? So yeah, he wants motivation. And to you, let's say buy into his vision. Do you want to follow him?

Axel : Yeah. Is there like an incentive from his motivation to? Yes, I mean, in general, in my perception, when you have a motivated team around you with positive vibes, you always want to give more. It is the case with Jules. He really puts that positive vibes into the team. In with me as well as assignment like it's. So that's really has an impact. But on an another way, I'm quite autonomous. So I don't really that much on other feelings. I mean more on mine's. But, it makes also sense that if it's in a positive mood. The positive flow as an impact on how I work. Surely.

Arthur : OK. Do you want to have the same self-management skills as your leader and to become like him? Do you see him as a role model?

Axel: No, not exactly, because I don't think I'm like, I won't be I care as much as he does of the other. I mean that can be a bit weird to say like that, but no problem. I'm in my tasks like you doing my own work and like I take also the feelings of the others, but that doesn't impact me that much. I don't think it's like a rule like an entire rule, but some part of his managing skills of emotions, yes, for sure. I would take some like for example positive eyes or also the way he said that he's stressed. That's really important. I never saw that before with my others mentors and managers. He's like, really the first one that say, OK, no, I'm stressed and you have to know it, because that might also help you to know the fact that I'm stressed. That I would take as well. But at some point I think that it is also not that good to communicate to everyone that you are stressed. Because other may fear to ask you questions or it to new when you are stressed.

Arthur : OK, perfect. Now we're going to the next one : **Social awareness**. It means, do you recognize emotions of other people. So the first question is, how does he perceive your

emotions or the emotions of other? Does he care about how they feel to see? Even see them, see the same the different mood swings.

Axel : Yeah, I would feel that Jules social awareness is pretty high. As like already mentioned before, is like he cares a lot about people and so he has. He has really that perspective of like, yes, that person is stressed and maybe there is too much workload.

I know he isn't that well at the moment and that comes due to the fact that he ask a lot of questions about how you feel. So he really tried to put himself in your shoes. I have a good example. We had a tense meeting with a stakeholder of the project. I've been like, kicked off the room because I was not meant to be in that room. I mean, it was a high level meeting and I was like trainee unknown for most of the stakeholders in the room. At some point that's normal that I can't be there because sensitive information, lot of discussions and discussion about the projects. And Jules was like, directly "Oh, it wasn't it too harsh for you?" Like, really putting himself in my shoes. On the other way, sometimes a bit too much. Because I was like, "no, OK, that's normal, I wasn't meant to be part of that of that meeting. So with right it doesn't succeeded, so let's move to another thing". So it was actually more stress. Than I was with the situation and I think that's a good sign of empathy. In that point, and to put himself in the shoes of others, but sometimes maybe like too much at to extreme point.

Arthur: Still more or less the same question, is this perception different when you're on a remote context? Then on site because you were talking about an on site issue.

Axel : Yeah on site I've also had issues, but It was the reason why I was offsite. Like I've had some I would say shit events, due to unavoidable events like a bit surprising ones.

And I had to call Jules like, OK, today I have to be remote because I can't coincide something like happened in my family and then on the same side, as for the meeting.

He was, he said to me "you can take a day off if you want to, don't hesitate to reach out if you have any problems". He was like, as we say, like in a good father in the family. It was like stressed and really cares about how I felt at that moment and also really supportive. If you need anything, please reach out. So again, I think that's a good thing of empathy, like it shows all empathy. And as I said, I've been that remote since I started to work, so don't have like any broader examples.

Arthur : How much would you say you feel recognized when he, let's say, acknowledged your emotional status, like you were talking about an issue that how does this make you feel? Do you feel it's a bit too intrusive? How do you feel?

Axel : I felt so in those two situations. I will take those two examples as there are no known. The first one on on site, I felt like considered. You can have like this sometimes the stereotypes of like, you're an intern, like you do the monkey job and then we don't care about because we don't have the time for you. Here, I was like really part of his team. Like he was caring and so that's I felt considered at that moment. But at the same times it was for me a bit too much because I was like, OK, the situation is not that urgent, it's not that deep, so let's move forward. So more in that point and on the remote side, it was good to feel that someone

like acknowledge your family issues in more general way and to have like empathy about it. "I understand that now it's a difficult time for you. Take the time you need to restart and then come back to me if you have anything to ask. So that make me feel that's OK if I have an issue I can come to Jules, I can speak with him. Yeah, we can discuss it in a totally freeway. And I think it's important also in a way of working because he is my superior and yeah. I have to relate on him, so that's makes me feel that I could relate on him at some point. I'm not afraid to say where I'm good, where I'm not good. Where do I have the hubs in those so?

Arthur : How does recognizing your emotion, like Jules has shown before, affect your motivation towards work?

Axel : I think it's more like in the link of confidence thrift between both two people. Because if you don't trust in a marginal way a colleague, you go less far than you would go if you trusted them. So those amount of considerations from Jules made me consider him as a trustworthy person, and I think that was like the motor for our work relationship. We can trust each other. We can also discuss when we have difficulties, when we do not agree. That's super important. Sometimes we do not agree at all, like on some topics, like we really like disagree, and we are like ok, it's open. It's OK to openly talk about it and then find a situation that maybe doesn't suit both, but we've discussed it and we know why. Why we've taken this solution together. So I would say it's more in that way that if you if you recognize this, how I feel I feel considered and I can give trust he can give trust back and then that's really like the motor of all we works on a daily basis.

Arthur : Well, very interesting. We'll go to the next one, that's **relationship management**. That's how he manages his relationships in the team, with you. So first question, here are 5 pictures. Which picture would you say describes best Jules to you?

Axel : Definitely not one, five or three. I would say not 4. Why? Because the first picture reminds me you can talk freely to someone it reminds me more like a good friend at some point. Which one you can trust so you can work with and it easier to go forward with something. The other ones like speak with us sort like directive like is OK you can do that, but it's OK for you to do that. So it's more like a like trying to reach an agreement together more than do that and just yeah.

Arthur : OK, nice. Do you feel that this relationship is as close when you're on a remote and in a onsite context? Let's say speak about anything when you're, let's say, with your headset and everything.

Axel : No, I think it's easier and also closer when we are on site together. Because, for example, if there is a disagreement on a way of submitting deliverable or a slightly presentation. You can say, now we take 10 minutes together, we take us a room, we are both inside, we discuss it and then we know how to go forward. When you are remotely, naturally, is more difficult. I can type a message, then you will call someone on the spot. You

won't be really like to answer his question. You are already like sometimes frustrated, stressed. I mean, it won't be like positive in some way. We are not in this attitude : We disagree, but we know why we disagree, and we know that we have to find a solution within the 10 minutes to go forward, then ok, the topic is done. We can switch to another one by message but messages brings more confusion than a direct talk with someone. And when you are remote it's I mean you are more in your own bubble at some point. Because you work alone the whole day. And then you just get called for something we do not agree on that or we agree on that. It might feel like a bit intrusive what you're doing. Or you might not be at all on the same topic and then discuss two different things. So for me on site is way better on that way.

Arthur : OK, great. Now last question, but I think you have already talked about this is about empathy. How supportive and how empathetic is Jules to you?

Axel : This might be a bit repetitive at some point, but oh I said, I think that Jules is really empathetic. Most of the time, not always, he tries to put himself in your shoes and mostly by asking questions on how you feel. So in my point of view, that means that he wants to understand how you feel then to react the good way. So, if we are in a super bad mood, I don't think he is the kind of person that will punch you in the face like with bad words.

It will mostly try to motivate you and also understand why you are in a bad mood.

Today I can charge him with that, that and that or today is maybe less predictive to charge him with. For example with more challenging tasks also. An other good example of he can put himself in your shoes, that's the example of the meeting. His first reaction was not OK. I'm in a meeting room. I have to listen to the meeting, his first reaction was, like, really, to send me a teams message, like "we feel that's not that cool how it happens, if you want to discuss it, we can take a break after it and then discuss it together". That's a good thing of empathy.

Arthur : Thanks, thanks a lot. Finished with all the questions. Big thank you for your input and it's good for my thesis.

Interview Elise —

Arthur : Hello, what is your general approach on leadership? How do you manage your team?

Elise : I've daily check in with the team members to go through the directives to see how they are progressing and to follow up on any blocker's impediments and of course, in us to help to unblock them. Then based on in case they are blocked, probably some further follow up is needed to go more into the detail because only in half an hour daily standup with managing 6 people, it's hard to go into the very details. So that's for the daily, the daily work. Then also on a regular basis, I'm having check in with the team members to see how they are to share performance feedback to also see how they are. Whether there are feeling well in the team, what we can further improve and to share the feedback on my side.

Arthur : And I don't know if you were in a leadership position before the corona virus. But now we are working in a hybrid work environment. Did you had to adapt to this hybrid work environment in your leadership style ?

Elise : Before COVID, I was not yet in the leadership position. But anyways, it just changed also before when I was a team member, then also sometimes you working remotely already and sometimes working on sites. So actually that was already the case before COVID for sure on international projects. It was already the case.

Arthur : And now what is your approach? Is there a difference between managing on site and on the remote basis?

Elise : It's less easy to know whether someone is not feeling well because most of the times they were not always (with the Indian colleagues) putting the cameras on. So we don't really see each other. So it's more difficult to know whether they are OK with what they are doing, it's that's more difficult. And then , if someone is on site, you could see the person is happy. You could see the face. If that person is not on site is more difficult to know whether a person is really happy with what he's doing on a daily basis. Some people are more communicative, they will communicate directly when they are blocked or reach out, or schedule a call. Others will not suit defense.

Arthur : OK. Thank you, that was, “the warm up questions”. Now I'm going to mor specifically into the different skills. So we start with **self-awareness**. First question, could you describe your own level of self-awareness now, recognizing your emotions ? How good are you at this?

Elise : I think I'm not the best at it. Sometimes I will know when I'm when you're a bit more frustrated or also you have some personal situations that you bring to your work, you will

know. But yeah, it's not always easy to reflect on myself. And it's not something I'm doing on a weekly basis or monthly basis. I'm not doing it enough. I can do it more.

Arthur : It's just to tell status, there's not pre requirement or something. And do you have maybe have an example of how you recognize your emotions? Will it be today or on a on a stressful day, or a happy day? Is there, an example you could give.

Elise : When I'm bored, stressed, I can sometimes forget about some things I have to mention or ask some people in my team. I will be more in a rush. Because then there are lots of things ongoing.

Arthur : Do you say to yourself OK I'm stressed or do you just forget stuff and recognize their emotion afterwards ?

Elise : Only afterwards.

Arthur : How does your pursuit level of self-awareness, affect your relationship with others? What would you say it affects?

Elise : I still try to keep myself under control. Even though sometimes I realize only later on and I maybe was there a more stressful situation. But it might affect others that I forget to communicate some things or that I only communicated maybe later on or too late.

Arthur : Could you maybe find a situation where, say your self-awareness, the fact that you knew you were stressed or excited for project that could maybe motivate other team member ? You know, you're the manager and try to motivate people to do their best in the project. Do you now have an example of this?

Elise : Yeah, I can give the example like last week when we were able to successfully test like the first scripts in our development system. I send out an e-mail to everyone to thank everyone and make sure they got energized to continue to proceed in the same way as they were. As everything was going well and we had that first milestone that we that kind of celebrated where we had the first deliveries in either we were able to proceed with the testing.

Arthur : Thanks, very good example. Now we're going to the next skills, that's **self management**. That's what you do with this emotions or things that you go through. My first question is : How do you perceive the importance of self-management in leadership?

Elise : Yeah, it is very important because you're needing a team daily. So, I also remember when I was a team member. If your team leader is giving the impression that everything is under control, that will also help the team members to feel energetic and to feel also appreciation for what they are doing daily. Well, even if the situation is completely unstable

and then the team lead is also at least not giving the impression that everything is under control it's not going to help. So, as a team leader, you have to stay calm every time and then yeah, also make sure that everyone in the team is confident and everything is well known for the team too on a daily basis.

Arthur : Do you have maybe an example with a difficult situation where you had to deal with this and with your team member ? Let's say you speak about the interaction.

Elise : Yeah, I think I can give some good examples from last year. It was more like the team because if you count the team counting Deloitte team on the one hand there is also the client team, on the other hand. So for my previous project, at a certain point in time, nobody believed that we would go live. There was a go live. First, day of December and the first Monday of December, nobody on the client side believed that we could go live. But still, on the Deloitte side, all the team leads, we were very confident that we would make it. In the end we also made it. You have to believe in it and you also have to make sure that all the others in the team believe in it, and then together you can also make it. Sometimes you also have to jump. You can continue working and continue testing, but at some point in time you have to jump.

Arthur : It's a very good example. Great. And you already answered some questions. Now we go to next skill : **social awareness**. You as a manager, how do you perceive the mood swings, the ups and downs.

Elise : I think I also already mentioned that. It's more hard like for the colleagues working remotely all the time, which I will never see potentially on the project. It's way more hard because we don't have that connection. It's virtual connection that you have. So it's that's way more difficult. It's easier to connect also with someone here on site. On call sometimes, but it also depends really on the people. Some people are more open, will share it and you will see it. For others, you will not. You will not see it and you have to more like ask for it in the regular check in otherwise. Even then, some people are not willing to share.

Arthur : Do you do put something in place to ask, like a safe space? To say “now we can share”. What is your approach?

Elise : Sometimes, there is some more on the coach-coached relationship that we're also having here at Deloitte. If you know sometimes things are not going that well I try to ask for it. But then you still sometimes see that it's for some people it's more hard to speak up and to give the input. And then it's also the other hand you're not able to help out if you don't know the full situation. So I try to follow up if I know that something is not going well, I do my best to follow up, but of course, if I do know that then thing can be done.

Arthur : Do you see a difference between following up on social awareness on site or on remote ? Is there a big difference on perceiving others ?

Elise : Yeah, because the people like on site know them better, so that also helps for them to speak up. If you have never seen a person, most of the cases will not help them to speak up. Oh, that's at least how I see it.

Arthur : Do you have an example of when you saw somebody either excited or stressed or something and you approached him and then you just encouraged him or you tried to call him ? Do you have any experience of this as a manager?

Elise : Yes. I have to go back again to the example “the go live”. Many people were stressed like, for sure on the client side they were like over stressed and then yeah, it was also my task to speak to them. But then we were all on site because it was a go live to work with them and to calm them down. There was a big difference that you could see. There were people for which you could not see that they were stressed. They were also probably stressed because of the work they had to do because go live all new activities for the workers. But then also like some subject matter experts on the client side were also, one person that was even unprofessional.

He was too stressed, so even there was an interruption to be done because it was unprofessional. Then it was their first interaction with me but then I even had to bring it to her program manager because it was not professional and it was even stressing all of the others, so it was not OK.

Arthur : Thanks for sharing me this experience. I just forgot to ask a question on self management. Can you just go back ? Is it more difficult to manage yourself when you're on a remote basis or on site? In front of people or home or at somewhere else. Do you think it's more difficult or is there a difference?

Elise : It depends more on the day and the activities for the day that are already planned. Like sometimes I have way more time and then you have more time to ask someone on how is going and to more closely follow up on some things. And there are days that my agenda is already fully blocked and then there is still a team member asking for can we align on this. But then you have to squeeze it in somewhere because it's of course important because if your team cannot proceed...

Arthur : OK, it depends on the day.

Elise : OK, yeah. Really. Depends on the day. But no difference between remote or on site. In the end, always try to prioritize to unblock the team members because yeah, if they are blocked, then yeah, yeah, we're not making any progress.

Arthur : Now let's go to the last skills relationship management, how you deal with others emotions, others mood swings. What do you actively do to maintain a good relationship with your team member as a manager ?

Elise : I already mentioned, so check in on the daily on a regular basis. But also on a one to one, so not only with the group, because that's less effective. With the onsite team, I already planned some milestones celebrations.

Like for the “go life” that we did last year, I planned a dinner. But then of course, with the remoting that's not possible, I try to thank everyone via e-mail or just as well in the standups that we have to make it clear, I appreciate the work of everyone.

Arthur : So you're doing a celebration for people that are on site. So is there something else that you do for people that are on a remote ?

Elise : Not different from just a thank you mail that all the on site team will also receive.

Arthur : Those it affect the relationship between people that are on site or working on the remote ? I know that some people also want to join on site on a regular basis for some projects, that's allowed, for some that's not. It depends on the budget. But I know, like for all of my current team members who's based in India, that's already when he joined the project. So he wanted to work on a European days project that he made clear that he also wanted to join or have the opportunity to join on site. Of course, I do not have that under control. But yeah, it would be more nice for them to connect with everyone to also meet the client, because that would also help that relationship. If I would be able to decide myself and the budget would be there, I would definitely do it because it really helps for the relationship, for the team internally, but also with the clients to meet in person.

Arthur : Did you have to mentor or to be the manager of people that are on the remote? Did you have to skip the task?

Elise : So now most of my people are remote.

Arthur : And how do you tackle this issue, how do you do it?

Elise : It's still the daily catch up

Arthur : When do you call them?

Elise : It can be planned in or it can be just like even if you're just ad hoc discussing a topic, then also afterwards you can also check, just ask a question on how they are doing or how it's going for them to understand a bit more what they want to do. Like for example one of my team members made clear that he wanted to take more of a coaching role of more junior

colleagues. When I know that I can also get into accounting and that person can further go into that role, and that person also be more motivated.

Arthur : OK, good example. Now two questions on the remaining : one is empathy. So. how much do you think that empathy is playing a role in, the leadership?

Elise : I think it's crucial. If a person is not feeling well or if a situation is not going well or if someone is not performing, then you also have to be able to identify yourself with that person and also have to try to resolve it in the end. Then, empathy can definitely help otherwise we will not come to a solution and not be able to help that person.

Arthur : Can you share a personal experience as a manager of a situation where you would say had empathy ? Maybe some somebody having trouble and so performing bad because of the private or personal problem.

Elise : Yeah, for a promotion to consultants of one of my business analyst had the prerequisites that you had to do to get this promotion and one of them was also to go for the EWM certificates. I also did it, but in many, many years before. So yeah, I could related to that and of course, I could help him even more because he needed a second attempt. So that also took some effort there to pass the second attempt, so to say it also brought some stress for him to pass it. Even though he was studying a lot, it brought some pressure with him of course, to redo it and deposit.

Arthur : And what action did you take to help him?

Elise : And so we set up different sessions with the certification track team. He restudied everything again and now we had some follow-ups where he also had the opportunity to ask the content related questions when he was going through the books again. At the end he passed up and it was a success.

Arthur : You were happy for him?

Elise : Yes. And he was also happy.

Arthur : Is there anything else you want to add to your leadership style or anything that pops into your mind to close this interview? Just the last word. You don't have to, but just asking this question in time.

Elise : I think as a leader was crucial just to be transparent. We transferred each time to the team members to make sure that also they are aware of all the information you receive.

Because I do believe, they appreciate just people, that's least polite. If I put myself into the shoes of a team member, that's what I appreciated to have : a leader that is transparent and honest, in the communication and do not keep information. Do not hide it indeed information for them. We're also not make it more to also not make it overpositive I would say to it real keep it indeed authentic. For the rest, I think accept everything you want. Everything you have.

Arthur : OK. Thank you a lot.

Interview Jolene —

Arthur: So first of all, thank you for being with me now and taking time to do this interview. So my first, let's say warm up question is, how would you describe the approach of leadership of Marion?

Jolene: In terms of the emotional challenges or just in general?

Arthur: Just in general

Jolene: Marion has several sides. She's like a chameleon, so she can easily switch from a one side to another. She can be more on the perspective of being more on the emotional intelligence side and be a more people-oriented person. Then she can be also the very hard stone cold-hearted person as a Project management type of person. She can clearly make that distinction. From that aspect, from what I can see, she's a person that is a leader that is using a lot of models. So proven records scientifically from that side for some person, it works better than for others. She's switching the styles on how she's providing feedback on or how she's adapting, let's say to the person itself. Marion is as well. Someone that pushes. But she knows as well. After some time on how far she can push a person. And she's someone that if you're on her good side, you're on her good side. If you're on her bad side and you're on her bad side, that's at least my impression. But she can be very Professional about it. You know, even if she doesn't like you, she can set that aside and focus on the core that is necessary. And she's someone that fights as well for you from a leader perspective, basically. So, if you're on her good side, she will do. Of course, a bit more effort, in my opinion. Or at least in my impression, then if you're on her bad side, let's say. She will still do it, but it will be in a different way and in a different kind of width. Etc. From that expense.

Arthur: OK.

And so today we're working in a hybrid work environment. Do you see a difference approach on leadership from Marion? If you are, let's say on site or on a remote context?

Jolene: Yes, when you have her remote. In my experience is you have her attention 95% of the time. And if she gets distracted by a team member, or so she says it as well.

While in person, it depends. So you can get her at a moment when she's not attentive basically. So you feel that she's busy with something else. Or when she's very committed. There's more degradations when you have her face to face than online, in my opinion.

Arthur: Ok.

Good. It was already quite a complete answer for one question. Now I'm going to go very specifically into detail for each skill. We are going to talk just about self-awareness of Marion.

So how does she recognize her own emotions? So how would you describe her level of self-awareness as a leader?

Jolene: Very high. Let's say she's someone that can disconnect her own emotions. Basically, she puts on a different hat, let's say, and then you have a kind of different person in front of you in terms of how closed off she is. However, if she feels like you're struggling, as an example, she can turn it up or turn it down a bit like the level of how severe she is or how people person she's oriented, she has gradations in that, basically.

Arthur: OK.

And do you have maybe a concrete example of her recognizing her emotion or not? You said she can turn on or off her own emotional, so can you speak about something that happen in the team? Maybe, A stressful situation. How did they say impacted herself? Awareness.

Jolene: Yeah, a couple of years ago.

Basically, my first experience with her was for cutover on a client.

I had a task to do but, in the beginning, she really explained it very high level, for example.

But I was struggling with it so, she didn't have time then to fully go into details, let's say.

So, I was like 2 days on my own, a bit struggling and at a certain moment in time I was really raising it to her that I had a problem. And then she went from the leader that didn't have really much time to explain to a leader that really saw, OK, my team member is struggling.

Now I need to take the time to really go into depth etc. to explain, to show more of that connection type of feeling than really leader dropping a task to the person, let's say from that aspect. So, it was really there that she switched her communication style the way that she was interacting with me.

So, it went really more personal. For me it was more personal and that she was really inquiring on what I needed and that she could adapt herself from being a bit more stoic to really more into the person.

She said like Oh no, I know I need to switch my type of explaining or I need to switch my tone. She was very aware after some time because it was the first time that we were working together. It was fully remote because it was a client that was too far for me to commute to.

So, it was very different type of vibe. We had the challenge of working remote. I was remote, she was on site with the client, so it was really something we had to figure out.

Arthur: Ok. And how was Marion?

Since we concentrate on how Marion felt, was she maybe stressed because it had to be done? Could you, say how she felt ?

Jolene: I think that she was stressed, but I think she noticed as well that the explanation she gave were insufficient, or that she wrongly explained it to me, so that is why I did the wrong

things then afterwards. But then when she took 30 minutes extra time to explain it, she saw that I had it.

We did it really together in that regard for half an hour, and then she felt like, Ok, she actually just misunderstood what I was saying or she was unclear etc., because I remember that she said that she discussed it as well with her husband. Her husband is a consultant as well.

So, she had to adapt the form of how she was interacting with me to get the message across. She adapted a bit on how she was explaining, on how she was interacting with me to that extent.

I would not say that she was stressed.

I felt that she had to be a bit shorter in her explanation due to the fact that it had to be done in a very short period of time, but then by investing those 30 minutes extra, she felt that it did the trick.

That was really a moment in time that was a game changer, let's say, because the moment that she explained a bit more in the style that I preferred.

She regained that those 30 minutes back again, because then the day after she checked in again and everything was going well and it was done basically from that aspect. So you really felt that she was stressed. I think she was just a bit impatient in terms of like shit had to get done. And that therefore, that the explanations were a bit different, or that she had to adapt her style in terms of tonnage in terms of level of detail, etc.

Arthur: OK

Jolene: So, those kinds of things she adapted. Another example is a bit more recently, is that she asked me to step in, for example.

Arthur: I want to stop you. Just because I find your example quite interesting. Can I just jump on the question, so you describe very well her behaviour, how she manages the stress or impatience. How does that make you feel? Does it motivate you? Does it scare you? How does it affect you as follower in this leader-follower relationship.

Jolene: In the beginning I felt very lost because I didn't know what I was doing wrong and I was following her directions to a T. And I said it's not adding up.

It doesn't work basically. So, then I went to her and I said like, that I am really stuck and that she needs to help me. I was crying. I speak of three years ago, so it's quite some time ago. And I think me having those emotions that she could see it basically that I had an impact on her as well that she said like, oh, she really doesn't get it.

She knew that she had to change something. So, I think it emphasized the way on how I was acting, let's say, from an emotional aspect that it helped her to understand.

She said, OK we need to change something. So, then I really felt that she took the time to explain to me and that **improved** our relationship **tremendously** because in the beginning I didn't like her. I can tell you that. Going to be very political in my answer. I didn't like her. Haha. But I think after that one extra afternoon completely changed our way of working, basically. I slowly get to understand her communication approach because it was more or less that what was for me the bump in the road. I had to overcome and she felt as well that the way that she was communicating was not resonating with me, basically.

So, we both compromised on some things.

And as of then, you really saw that the trust was growing from my end, trusting that I could go to her with questions, etc. Which is always what you look in a leader, in my opinion.

And she was able to trust me that what she was asking was actually getting done.

So, you really felt that we were becoming more of a team in that regard. The feeling was not anymore when you have a senior and you have a junior, but it was really more of a team kind of feeling. Which I appreciated very much. I was able to do presentations I was able to go to the client.

Let's say she really helped me on the practical side, like getting the badge, getting to the location because it was a mess. She even drove, etc.

You know, so she took that into consideration as well to ensure that I was situated correctly etc. and that everything was sorted out. So no, by having that small hiccup, in the very beginning. I think I was 3 or four days on the project. So very short period of time.

And I think in total I was there for six weeks.

So, I think that happened in the first week or two, not even. And then afterwards, we were really cruising, so to say. She explained me on how she was doing things.

Then I said like, OK, now I liked it.

She knew my strengths as well and my weaknesses a bit.

I'm dyslexic, so I had to communicate.

So, in the beginning she was really rereading what I wrote. If it was in a communication style of the client as well.

So those kinds of things really and that to be honest in the beginning was like, ok, she tweaked some languages, but at the point in time when she understood my way of writing, it was more again of a compromise than her changing my writing. So, it really progressed in time so to say, which at the end was really nice because then during the go live weekend we had a very specific schedule in mind, but on the spot, we were changing the schedule because she said, like, oh, Jolene, can you take over for four additional hours, for example because I have to go with my daughter somewhere. So, that is the level of trust as well, like.

I was in the hotel room on the other side of the country, so for me I have was like, yeah, of course I can take 4 hours extra. Doesn't matter from my end. I felt more of a, you know, a colleague than a junior and senior kind of way of working we were really collaborating in that sense, and that's something that she highlighted as well. It was supposed to be a support kind of role, so a junior and senior type of relationship but if I can be honest basically, we actually

evolved to really more of a co-ownership let's say. She was still the final decision maker, but we were sharing the responsibility.

Arthur: OK, so did she give you ownership of some certain tasks?

Jolene: Yeah, yes. It's like when you see the RASCI, let's say she was responsible and accountable and I was supposed to be the S for supporting but I became responsible as well. I didn't have the end accountability, but I was responsible as well.

Arthur: OK. Great. So, you talk very much and that's very rich in information. So, you talked about multiple skills and so, just to be sure. As I understood, she was on the client side and you were on remote. Or did you, let's say, meet during this process?

Jolene: It was still in a COVID atmosphere. It was towards the end of COVID I think it was 2022-2023 around that period, let's say. It was supposed to me, me being fully remote because I was not supposed to travel to the client. Let's say I lived in. I live in De Pannen and the client was in Genk, so you can imagine the distance. But then I was driving the technical cutover basically. I was doing cutover on that project. I was really driving and owning the technical dry run. I actually showed to the client on how I was doing and the client really wanted me on site as well. At least for critical moment in time. So, I went two times. I went for the go live. I was there from Thursday until the Monday and I was driving back on Tuesday morning. Let's say from that regard and then a little before I was there as well for 2-3 or four days. I left on Sunday evening and I was there until Wednesday, so I was on site as well for a period of time. So, then it was really you could say that that project was a bit hybrid, was more virtual, but was on site as well. Let's say like 10 days.

Arthur: OK. And when you were on site, Marion was also all the time there.

Jolene: Yes. Yeah.

Arthur: Yes, Ok. So now I understand all the ins and outs of this project.

Jolene: She, of course, had other responsibilities than I had because I was doing only cutover, and she as well had the PM role, let's say. But I was able to take off some of her workloads on the cutover because I was doing cutover and then we were working together on cutover, let's say to that extent.

Arthur: So, you addressed a lot of questions of skills? Could I just go more in detail about self-management. So, about Marion's self-management. You talked about the situation where she was impatient or she wanted to explain rapidly to you because of the let's say deadline. How does her behaviour? Makes you feel. That she acknowledged your emotion. How does this make you feel?

Jolene: Not sure I get the full question after, but it's when she was a bit in that situation that she only had a few minutes to explain it to me. How did that make me feel or how did she feel?

Arthur: No, no.

You explained to me that at one point she was a bit impatient to get the stuff done to also explain it to you. But you mentioned that at one point she acknowledged your emotion or your, let's say, state of emotional status. How did this made you feel?

Jolene: I was very happy to be honest because I think by taking that half an hour extra, we were able to clear a lot of animosity, let's say, and to get straight to what was wrong at the core, and it was actually something stupid to that extend. So, it was actually an easy fix. And I think we only came to that easy fix together because the way that she explained me before was very different on what we were doing than after. She changed her approach and that did the trick.

Arthur: You said at the beginning that you had a different vision. You said, you didn't like Marion at first so did this event change your vision?

Jolene: Yes, yes.

Arthur: About your leader, what can you say? At beginning and then at the end.

Jolene: Because I felt understood. Yeah, I felt understood. And I felt hurt basically.

Arthur: But how did the vision change? I mean your vision, how you perceive Marion, your leader.

Jolene: I got the feeling that she finally was able to communicate more on the level that I needed. And that was lacking in the beginning from that extent and as well it was way before PM&D was established, let's say.

So, I had to switch coaches and then she was saying, I'm switching as well due to the fact that we work together but that came later. It was in the week five or six of the engagement but she said, how would you feel about me becoming your coach as well? And if she would have asked that question in the first week, I would have said Hell no. But due to the fact that we got to know each other better, I was able to see what her level of communication was as well, that OK, sometimes she was a bit short, but I could relativize it.

Arthur: Yep. I understand, yeah.

Jolene: I could. You know, I could because of the of the team effort and the time that went over it, it was not that long at least six weeks is not that long, but we were able to find common grounds. We got to know each other much better. I relieved some of her stress levels as well. I think by taking over that huge piece of cutover. And that helped.

Arthur: Now, I'm also going to ask question about, I mean of course your relationship is important with Marion, but also the relationship with the general team.

You see what I mean and say, if you were in a team and whenever you were working with Marion? So did you did you work with Marion in a team or was it only both of you?

Jolene: Only the two of us.

Arthur: OK.

So, you didn't see her, let's say, interacting as a manager with other people. It was only with the client. And then with you.

Jolene: I saw her in the capacity of PM working with others, let's say. But that interaction was very minimal to be honest.

Arthur: OK.

Now I want to ask some question about the social part of emotional intelligence.

But then let's just talk about your experience with her.

So how does your leader, I mean Marion show to people or to you that she perceives your emotional status or mood swings or.

Jolene: Marion is quite direct, to be honest. She goes quite into solutioning mode but not all the time. Again, she has that switching chameleon capacity. If something is really not going OK and I had it once as well, she drops everything. If she has any, except if she has like a meeting with Friedrich Dirk or STIRCO or whatsoever, then I don't know, but it was not the

case, let's say. So, if she's able to be available without consequence, she drops everything. Let's say she will do it. I had it once a couple of months ago, where I was hyperventilating and she was for two hours on the phone trying to calm me down. And I know definitely I took her lunch. I took her meeting with the client. I know I was imposing on her time.

Arthur: And was this situation on a remote context?

Jolene: Yes, and she says, like Jolene, just close your laptop. Go for a walk somewhere. Go play with the dogs

Arthur: OK, that's interesting that you said it was in a remote context because my follow up question was also how is it different to interact with Marion on this level? How is it different on a remote context and on site?

Jolene: When stuff like this happens, it's always more or less for me remote to be honest. Out of experience, it only happened really remote.

If it's on site, let's say face to face you really see she has an empathic composure she has an open composure. Her facial expressions are very sincere. She has that active listening going on, then it's very different. Then if you would inquire on something on a project or like a hard skilled type of task. You know if you would ask her how does this work in Excel? Her way of showing her nonverbal skills that come out are very different because then she had her different head on.

Like I say, she had it really on in terms of, OK. Now I need to not be the bulldozer type of manager, but I need to be the people, person, manager, etc. So, you really feel that difference with her.

Arthur: Sorry, I didn't really get when she's in which mode. Could you clarify?

Jolene: When she's online, it's much harder to get her people posture Let's say her nonverbal signs across because it's like me and you. We are talking now. You don't see that she has a compassionate composure. Let's say while you do it face to face to face, I see that difference. Virtual meetings are just different. You still feel that she's listening, but if I have to make the comparison, that's what I would say in terms of what we can feel.

Arthur: Now I'm going to show you 5 pictures. Could you tell me which picture or you can combine some picture which describes best your relationship with Marion or your vision of Marion.

Jolene: 2. Still very businesslike, with a suit type of way, but the relaxed composure by sitting on the desk type of way.

Arthur: That was quite straightforward. Thank you.

OK, now a follow up. Question on relationship management.

How does she build let's say her relationship with people that are under her leadership.

Jolene: I think it depends on your seniority because if she interacts differently with the person who already has experience, then with someone who's a BA or an intern or a consultant, let's say the amount of support is a little different. It doesn't mean that the senior doesn't get the support he or she receives it just differently. I would say because her expectations are higher as well from a senior. She has the mentality that if you're a senior, you're supposed to be able to work independently. You don't need to know everything, but then you need to raise it. You know, while with a BA or more, junior she's more guiding in principle.

She has more of that. OK she will come more actively towards you; she will participate a bit more. From a senior she's expecting that he is already there, and if it's not, depending on what the task is on, how you profile, that might have some negative consequences. You need to be very precise, very concrete what your problem is. Well, with the more junior she's going to say OK. Well, you see, they will just say I have a problem. You don't need to be as precise. She will do more the Q&A type of aspect to figure out what your exact problem is. Well, for a senior you need to say like I want to do this and this is my problem. So, she will still ask questions, but you need to be more.

Arthur: Yeah, sure. OK. And is there a difference between? I mean you already answered, but on how she manages the relationship with people on site and a remote, I mean more on the real person to person aspect.

Jolene: Yeah, she adapts. Like for me, I prefer to start like coaching conversation with general chitchat. That's it. While you have others that are like straight to the point. I am as well. For example, if you need to be very concrete and provide details and examples, I'm a blue person in the business chemistry, so I need that but you have orders like a more yellow or more red person that say like OK. In this case, you have to act like that and yada yada. That's enough information for them.

Arthur: Yeah, Jolene, could I rephrase the question? So, did you experience it because you talked about your relationship with her?

Did you experience her coaching or guiding people that were on remote because you had this contact on site with her? I mean, you saw each other on site a lot of times.

Do you have an example of her coaching people on remote?

Jolene: That was only remote?

Arthur: Yeah, only remote. Or most of the time, let's say.

Jolene: Yes, there is an example but it was more her working with people from the same level.

The only difference was PM and then lead role.

Arthur: So, it wasn't really coaching, it was more working together?

Jolene: Like yes working together but I didn't have that purely remote work with Marion.

Arthur: OK. And would you say that's Marion sets, maybe an example for you, maybe you like her vision? Do you want to comment on this?

Jolene: Yes. Yeah, for me. The fact that she has had chameleon style that you really see like, OK, one time she's that people manager. The other time the shit can hit the fan and she's very, you know, she has her emotions under control, etc.

That is something that I envy from that regard. The way that she can like be in one meeting she can be that person and then 20 minutes later, she can be another person.

She might not be internally like that, but she shows it like that basically, which is something I like.

Arthur: OK.

And do you like her vision of leadership, of management?

I mean, it's more or less the same question, but let's put it that way. Does her vision motivate you to work better or harder, or to attain a certain goal?

Jolene: To an extent. Yeah.

Arthur: OK, I'll still have one question. I mean maybe two, but one question more on empathy. You already mentioned this but does Marion show care or interest in an empathetic way to her BA or people that that she coaches.

Jolene: Yes. She's not. She's not a hurting type. Let's say like I would hug someone if it would be me, let's say. But she's not a hug girl. But she's still caring in that aspect. You feel there's I want to say a wall, but not a thick wall. Let's say that is still there but she's able to climb over the wall sufficiently for the person that would need it. If I would say, Marion I need a hug. She's going to hug me, let's say. But she's not going to do it automatically. It's not in her style. It's not the way she is basically, which is perfectly acceptable.

Arthur: And would you say that she shows some let's say not personal, but individual's consideration towards people. I mean, I treat you like this, and then the other one differently because it's another person.

Jolene: Definitely. She can adapt her leadership style, let's say, or her mentor skills, let's say.

Arthur: OK, it was very rich in information. Thank you, Jolene. Maybe do you have? I don't know, a closing word or something you want to add to finish interview.

Jolene: No, not really. I really like Marion as my coach. I would not wish another coach at this moment in time. I think we complement each other very well. I know she fights for me.

Interview Jules –

Arthur : OK, perfect. Thank you, Jules, for giving me this time doing this meeting interview.

Jules: You're welcome.

Arthur : So first question is : Can you describe your style of leadership?

Jules: I do believe that leadership evolved also with your experience and career. But for now, what is important to me is to exchange a lot with my teammates. Because for me, when you work, we work in Group to achieve a goal. But it means something that you need to know the strengths and weaknesses of your team, to be able to delegate correctly. For example, if you have two team members working for you and you have one with a good strength on, I don't know what say Microsoft Excel and a weakness on PowerPoint for example. You try to delegate task depending on the schedule in the to be achieved. It's for each development it would be good that he developed a task where he has a weakness. But if you have a constrained date and it needs to be done quite quickly, then we push to him the task that he can manage easily so that you can balance the string and we can solve your team to achieve the command goals. I think also, it's important to give room to your team and there and make them able to speak up to exchange also. On the approach we're taking. So, I'm not the kind of person when I'm leading someone who say “ it's going to be done this way and that's another way once I don't like this. Also I think it's important to give them room to speak and to exchange on the approach. I do believe it's also how we can achieve a good result. That's maybe my cannot feed the ship, I'll say.

Arthur : Thank you, very interesting. Today we experience some differences in how we work. Now we work on remote, sometimes we go on site, so this hybrid work of way of working does that change something for you? The how you approach leadership.

Jules: Yes, because for example when my team member is on remotes, I'll ask him. OK, what's on the schedule today? What do we have on the planning? What needs to be achieved tomorrow today this week ? So that we clearly know, from an agenda perspective, what are the tasks. That don't have to call him or her every hour or every 10 minutes to know what needs to be done, etc. I'd like to say that's what you have on the planning that what needs to be done, and then we just go for it. And for example, if you are on site then you know you can just speak to him. You go on his data. How you doing? What do you have today? And it's quite easier to manage the work when you are both together on the same site, I'll say. So it's a different kind of approach. Because otherwise for example, If you call your team member. Everything means so every hour say “where are you? Are you done ?” That kind of micro-management start and I don't like very much that side. I prefer to give room and confidence to them, and they can always call me when needed. But we also take time to explain task and when it should be done. I'll say to defer an approach indeed.

Arthur: Thank you for your reply. So now we're going to talk about self-awareness more specifically. So first of all, how would you describe your level of self-awareness for yourself?

Jules: It's a good question. I do believe I can understand when I'm stressed or when I'm happy. So even when I'm not happy or unhappy, I don't know, whatever. So if that's only myself awareness regarding emotional say, that's OK. But on the other hand, I do believe that I'm a good person to read people, emotions. Understand easily the way they are, how they react and how they behave, etc.

Arthur : I'm also going to talk about social awareness afterwards. Now we tried to just concentrate on self-awareness on yourself. So would you say that you're very let's say near your emotions, you can feel them ? You don't have, let's say sometimes after one week “Oh this week, I feel just right now that I was stressed and I didn't say recognize this feeling before”. Would you say that you're more down to Earth to your emotions. Maybe you have an example to share.

Jules: No, I don't have a specific example now because need to think about it. But, it's true that sometimes my emotions also affect me a lot, so people can see when I'm not happy, when I'm unhappy. When I'm stressed, they see it directly which can sometimes be a weakness in work relate contents. So I'm not sure if that answer your question.

Arthur : Sure. Do you have this feeling that your level of self-awareness? So you say that you are quite self aware of your emotion. Do you feel that this influence, the relationship you have with your say, follower or subordinate?

Jules: It does not influence my relationship with them because always try to be the one in the shield who will see the stress. I don't like to spare it towards my team because for me that's a kind of management I really dislike. I do believe that a good manager is able to cope with stress and it's also part of his role to digest stress and then spread what's needed to the team. But it's not because you are stressed that your team should always be stressed, right? They shouldn't always have the same level of stress that you have. Sometimes give a bit of spark to team needs to push them a bit forwards. That's needed but it should be reasonable also. I think also when you have a high level stress for a long period of time, it really decreased their productivity.

Arthur : Can you maybe share a situation where your were self-aware ? So either you knew you were happy or you knew you were stressed. Just this knowledge made you more capable to motivate your team or team member ?

Jules: But I think it's more the goal and target to be achieved, something drives me. You have kind of a bit of positive stress to be motivated. So depending on deliverables and timelines, I can have a bit of stress indeed that's quite positive. On the other way around, in the past I had some experience when I had a lot of stress due to my managers and so I guess that were really difficult to achieve. It impacted me on my work, I needed to deliver, so of course I worked

hard and harder but since it was quite negative. It affected me bad I think at that time, I really tested my limits and I was on the edge, yes. But I do believe also it's important for every people to also test these limits on the work related. Because otherwise you don't know them and you don't know how far you can go. But that's tricky because you can burn yourself. I do believe it's a cool experience also afterwards, because you can take a step back and say, OK, I was really at the age at that time. I would never do it again, but I know so I can go that far.

Arthur : OK, a very good to know. Thank you for sharing this experience. We are now talking more about the skills of **self-management**. So when you recognize your emotions, what do you do with this so? How do you perceive self-management in leadership? How important is it for you?

Jules: It's extremely important to self-manage the emotions that you're facing. It's more important when these are bad emotions because you don't need and you don't have to spread that in your team. That's what is expected from a manager. I do believe that's really important. When it's positive, of course you need to share them because it will bring awareness and joy to team. That's good. But when things are bad, you need to have a certain balance, before you're feeling and what you share with the team.

Arthur : And do you have a concrete example of maybe when you experience a bad situation on your work? Was it related to your subordinates and if you experience something with Axel during the couple of days that was a bit, I don't know hard.

Jules: Meaning that he was performing bad or that really a good. I mean a hard time and to reach.

Arthur : No, something that may be affected, you or him. Then you had to deal with. This will it be on the client side or at the office.

Jules: We didn't have bad situations from a stress perspective. We just experienced together a really difficult meeting with the clients, but it was not target to us. Just the client was not, his behavior was not really professional. We were not into the content, we were deviating from the subject, and it became more personal, not against Alex or me, but we were not really into the content of the meeting and it was starting to shout and scream and also so close to be a bit insulting . So that was a bad situation. By chance it was not direct to me or Alex. But of course, after we had small debrief sessions. "So Alex, what happened now? What do we feel about? How do you feel about it?" For me it was more important for him because he was an internship to understand if he was feeling bad about it.

If something or some steps have to be done. We exchanged a bit on it, and I think after it is fine.

Arthur : So you tried to protect him and let's say communicate about what just happened.

Jules: Yeah, because it was not normal and that's bit my approach.

Arthur : And do you think that self management can help you either motivate your team or let's say make them follow your vision more you know?

Jules: Yeah. Well, it can help you to drive the team, if you have a good goal to achieve, of course. Then it can really be a driver, right? But if the emotions are bad and you are sharing them to your team, it can be hard to set the clear target to achieve. Meeting, for example, if we have an unachievable target and you feel really bad about it and you know, yeah, it's not going to happen, we won't make it. I mean, how can you motivate your troops yourself if you don't even believe in it, right? Need to balance of course.

Arthur : OK. So now we're going to continue with the **social awareness skills**. So like every skills I want to ask you : How much do you say perceive other colleagues, emotions? How much the thing that in leadership it's important?

Jules: I do believe that a good manager has a lot of **empathy** and not sympathy. That's for me, crucial. Because you can really go to the level of your team member and exchange about what they're feeling, how they feel about projects, and you can set clear targets for them.

Arthur : How do you approach dealing with this individually? You know, to one person, one-on-one, how do you approach this? Dealing with his emotions, if he had maybe a tough time, would it be professional or private? How do you approach this individualized consideration to people.

Jules: Well, when this work relates, I dare to ask questions and try to really be as transparent as open as I can be. When it's private, I just ask a question once like, do you want to talk about it ? My door is open if you want to exchange. But if you don't want to talk about it, it's fine, I will not take it personally and I won't ask you again how you feel about it, but just, you know, if you want to talk about it on there. If not, then I won't push again the button.

Arthur : Yeah, it might trigger an emotion or something.

Jules: Exactly. And I do believe it's important for the person to know that you are there if you need it, but you're not there to trigger the emotions also. I mean, if you need a shoulder to rely on, you know you can be there. But you don't have to push into substitute yourself, maybe to someone else. I'm still open to it, so that's what I'm saying to my team member also.

Arthur : OK. And so how does this approach differ when you're onsite environment or on a remote. How is this different ?

Jules: It's completely different, I mean on site you can really be there and you can see how people react from nonverbal perspective. It's completely different while you are remote. You just see the people towards screens. If they're putting their cameras on and reading emotions, understand the nonverbal communications, it's more tough.

Arthur : And do you try to do then additional work when you're in a remote context ?

Jules: No, no, because now we have the chance to be hybrid. So things that are not addressed remotely will always be addressed on site. So that's OK.

Arthur : OK. And can you maybe give an example of how social awareness helps you to maybe motivate some member. Do you have a situation where you saw somebody either happy or stressed or concerned and then you recognized that, and you wanted to do something for him?

Jules: It's a good question. I think when you're a team member that is stressed most of the time is because they don't really master the content or the tool or subjects. So that's why maybe they're not uncomfortable. So it means that you have room for improvement in that area. And that's they need to work on it for that after they have gain knowledge and grow from this experience, right. So depending on the timeline and the goal that needs to be achieved, you can maybe push that kind of activity to them so that they really work on it. And instead of being weakness at the end, just become a strength and they master it.

Arthur : So if I understand well you, you would tell him to train more, to make it a strength like you said ?

Jules: Yeah, because it's not because it's a weakness today that it needs to be the same weakness tomorrow. As far as the learning path and the learning curve that they have.

Arthur : Good. Thanks. So now I'm going to switch to the last skills. It's **relationship management**. So how do you deal with emotions of others? How do you act on it. How do you build and maintain effective relationships with people from your team regarding their emotions?

Jules

Are you mean personally, or work relate content?

Arthur

Oh no. When you work with a team, how do you say maintain the relationship with them to work and make the collaboration as smooth as possible?

Jules : Well, we have always daily calls where we set targets and expectations for the day or the week, is quite agile. We have standups every day. Also, from a coaching perspective, I'm the coach of someone and I had every week to call him to understand how he was doing on the project. What were his weaknesses, his concerns and so he can really ask questions and seek guidance if needed. So that I'm quite open.

Arthur : Is it different for you when you work remotely or on site to maintain this relationship?

Jules : Just because it's stupid, but I mean, when you're on site, you're able to just go and lunch together and at the end you just spend more time with your team member. And it's also forced to have more relation to have a bond with them.

Arthur : Did you have, maybe a situation where you had to deal with another conflict in the situation on a remote context? Maybe you can share something.

Jules : I don't think I really experience bad situation remotely.

Arthur : It is not necessary bad situation, but something more unusual.

Jules : Yeah, I don't have something on top of my head, to be honest.
So sorry for that.

Arthur : Yeah, no problem. I have another question. How is your approach on coaching people team member? On one part of the question is on side and then make the difference with remote context.

Jules : Well, on site we just sit together and say, OK, this needs to be done, how do you think we're going to do it? What would be your approach? So, I first ask the questions and ask to my team member how will you do it? What is the best way to achieve the goal for you? That's the purpose of doing it. They can come up with something and see how to do it this way. You can say, look, it's a good approach but maybe you can do it the other way. You want the other way around. When I have something more targeted to the goal or a more efficient way to do it right. The goal of these exercises is basically to trigger their minds and to give them also room to grow and to feel the problem right, because if I say always OK, we're going to do this, this and this. I mean, it's easy to follow. It's easy to do, but that's not how you make them grow.

Arthur : Yeah, OK, I understand fully. I have now two last questions. Still have a bit of time, so that was on empathy. You already spoke a bit about empathy, but what is for you the role of empathy in the relationship between a leader and a follower?

Jules : Well, your leader can really go and comes to your level which is good.
And from a follower perspective, it means that my leader is really understanding what I'm facing, what I'm dealing with, he knows I'm hurt, right. That's really what empathy means to me.

Arthur : Do you ever maybe an experience with this? Being empathetic to someone.

Jules : I'm sure I have plenty of it, but now Nope. I don't have a good example now I thing I'm sorry.

Arthur : No. OK, man, it's fine. So just if something pops into your mind.
OK then thank you. Do you have very just a closing question? Do you have anything else to do to say on leadership, on your approach? I don't know if you want to share last word.

Jules : I think it's a good scan of the I have to give him to my stakeholder, but it can maybe evolve when I'm working. Maybe when I'll be more senior, more experienced. I'll just be more goal and target oriented and be more a driver. I don't know, but today that's my style and

maybe tomorrow will change. So I think your style will also evolve if you experience in your time. That may be the closing word.

Arthur : Yeah. Thank you a lot. I will close the recording.

Interview Karl –

Arthur : So emotional intelligence : I have done some research in the literature and here is just a picture to explain you this a bit further. So there are four aspects of emotional intelligence. Sometimes people say that there are 5 but concentrate on 4.

Here it's definition of godman. So there are two, let's say category one is the self just for yourself emotional intelligence and then one social. So in the self category there are two support. The first one is self-awareness : So how do you recognize your own emotion? If you're going through a difficult situation. You recognize the feeling of sadness or of loss or anything . It can also be with happy moments to you. Are you aware of all this? So that's the first part. Then the second part of the self category is self management. So how did you manage this feeling when you have those feelings of sadness to you? Do you ignore them completely and think that it's a normal day or are you overwhelmed with those feelings? Same goes for stress, do you break down?

How do you cope with it ? Then the second part is the social part. It's about how are you able to recognize other people's feelings? Other emotions, not feelings. How do you see all of people's emotions? So for example you go, you go into a room or you work with some colleagues. Are you able to more or less see the mood swings or the different emotional status of the people surrounding you? And the last skill is social management. That's how do you deal with the person that is stressed or very happy, but maybe at too point, maybe too much. You know, how do you, try to calm this person down or how do you interact with them? And the fifth one is empathy but it goes with multiple skills. Do you have any questions ?

Karl : It's quite clear.

Arthur : Then now I'm think first of all, for this interview, it's going to be recorded. It's only going to be used for a thesis. Good. So we're going to talk about Matilda, your leader. So first question up front small, let's say a one question says how would you describe the leadership approach of Matilda?

Karl : Wow is a good question. I think she is specific, of course, but she's very determined, very focused on what she's doing. She wanted to go in the correct way of course, that line oriented. She expects, just like some leader has some performance expectancy. So she is always like focused. Gave me the deadline me to budgets. She's very controlling, but I like this. It's my opinion, it's a good way because she also has to reach her goals, KPIs, all these kind of things so. She reflects it, I guess quite well. But besides, of course, the fact that she is a professional in what she's doing, she also tries to have this social interaction. She's not just a robot. Sometimes you have conversation with people and they don't say hi how are you doing? They just ask the question. She's not like this. I don't know what they're looking for.

Arthur : Have you experienced working with her on site and on remote? How is the approach the same? Or is a bit different?

Karl : Of course leadership wise, it's way easier to reflect this, when you are, on site.

Remotely you get just your task by a message, and then you perform it and then she says it's OK or not. When we are on site, it's more just more control in my opinion, because she sees what you are doing. There's not micromanagement or something, but she can ask you a question. How are you going with this? How are you doing with that ? When it's remote, there is less control but also then as a leader, you should trust more your staff. On site, you just can check in quickly. How is this going? How is that going? You grab a coffee, you talk a bit and you always say, of course you talk about the work, those other things working from home it's not the same like in the daily morning meeting. Then you tell OK, this and this is the status and then the questions come. But in the office you have more check insurance.

Arthur : And did you always work with her on a hybrid mode ?

Karl : From the start on that actually was not a fixed take on day because you also had the fixed day with us. But then it was like one of two days I came to the office in the week and the rest was just remote.

Arthur : Now we're going to talk more specially and go into detail for every skills. We start now with **self-awareness**. The question is how you judge the self-awareness of Matilda ? I mean, all the questions now are going to be addressed too Matilda not to yourself. So how would you describe the level of self-awareness of Matilda?

Karl : I think, of course she's aware of how she feels. In my opinion, she knows best. When she has a bad day, I'm not going to talk now about how she is or how she copes with that.

Arthur : A good way is to communicate and normally you are quite aware.

Karl : Yeah, it's quite OK. She communicates, but it's more like maybe personal things sometimes. Sometimes she communicates also about work related stuff like how she feels about these things when there are, let's say, specific interactions with the client that she maybe doesn't like or she does not feeling good about, of course she communicates.

I don't know how this is with the client. Of course she tries to find a solution, but maybe then I'm talking more about how she copes with it. But yes, she does. She does also with the team when there are things she's not that happy with, or when things should change, upon a certain level, she is aware. But I think she knows it some kind of a responsibility. When there is a concern, she speaks up and then maybe the step after she tries to find a solution or the team or something like this.

Arthur : Could you tell a concrete example of maybe when she has a concern or she communicates about ?

Karl : For example, there was a moment that she gave me, an assignment to make a presentation. It was about the KDD's know that the RICEFS I had to make a presentation. Then she checked the content and there were things missing. She just reach out, OK Karl, normally you take way more responsibility and this kind of presentation that I feel that are still things missing from the client and you should try to take the responsibility there and try to complete the presentation, because it's important. There, she said there is a concern, I'm not quite sure how it is going for you, and then she said, "OK, try to finish it this way. So that's

also I'll have to the next step, which she was right away and she told me so.

Arthur : How would you say those are level of self-awareness influenced your relationship? You are the team.

Kaper : I guess it helps in avoiding like crucial mistakes and seeing like in missing some things right. For example, she's not feeling good on a personal level. She's not saying nothing. She's saying OK today maybe it's not the best day for me, but this and this is what you're going to do. I feel sick today, I will not be that available. So you just do your tasks and then you also know OK for today I will not ask her too many questions and at the end of the day I just give this and this has been done. Depends, she can clearly say I feel like this, like that.

Arthur : Does this step away or communication or what are emotions? Does it motivate you or inspire you ?

Karl : Yes because you feel that they trust you and you feel a bit like part of the team. She's open of communication and then when there is something wrong for you or there is an issue or something like this, you also feel more, not proud, but you feel more like trigger to speak up. When you have a bad day or you are tired or something, you dare to say "I'm just so tired, it's not working today for me". Then it's OK, fine, you do other things, and you work.

So yes, it helps for sure, because if there's just like a robot, they say nothing, they just execute their work, you don't dare to say "but today I'm tired", you know. If they can do it, you feel OK to say also that. Even though maybe you still gonna do your work but you can just say it.

Arthur : Do you say that you would try to be somebody like her if you would be in a leadership positions ?

Karl : Sure I guess. Like I said that you don't want to be leader like I'm a robot, I do everything perfect, I don't have like my own emotional things. Everyone else has this and I think as a leader, if you can just speak up on professional and personal life and you can say, this and this is going on and you are not afraid to do it, I think it boosts the one you are mentoring. Like, hey, you can speak up, don't be afraid. It helps also for working in teams relationship being wise. It's way better than just being strict. Only focus on the job and only doing what is working.

Arthur : Nice, it's a lot of valuable information. We are going to the next skills **self-management**. How well did you estimate that Matilda is capable to manage herself? On an emotional point of view for sure.

Karl : She speaks up. She tries to find a solution when, for example, she has an issue. When she's not available or something, she just reaches out to the team : OK guys, can someone let's say do this do that if that's OK". Always being polite in these things and checking in if it's OK for the rest of the team. So yes, and most of the time, actually almost half the time, the team just finds a solution. But that's also the way around that, she says like if there is something for you, reach out, we try to find a solution. So in that way she's flexible. As she expects flexibility, but also the way around, she's flexible. Because, otherwise it doesn't really work.

Arthur : So as I understand, there has been some situation where she was feeling not at her best. And so she delegates some task or she just set up front. “Yeah, today is not the best day”. So did she delegate her task.

Karl : Maybe it's not like, “OK, that today is not my best day so you are gonna do this and that”. That's not how it works. I guess also, there are some kind of relationship between the emotional intelligence of her and the emotional intelligence of the people she's managing, right? If she's telling my day's not going the best she's aware she knows, she tells. So, that's, in my opinion, also a bit like trying to find a solution or trying to make some awareness about this. Not only for Excel but also for the rest, and then let's say the other team members, they have some kind of emotional intelligence as well for sure. They picked up on this and they also say like, OK, I see you are having a problem. So you are aware of that problem and you tried to find together the solution. Its more like “Can I help you with something? Then you can just say for sure I can do this task for you and then she says OK, thank you. And she recognizes as well, so. It's not dictated.

Arthur : Give me an example and tell me if it's on site or on a remote.

Karl : Let's give an example of us not understanding each other, because there is like a language barrier. As she's speaking French of course, that's her mother language and for me it's Dutch. So often we have some kind of chat via teams and it's like, we are texting in English, but it's not always clear. So she's aware this is not working and what she's doing then she just calls me. She says like, “It's not working by texting each other, so let's just discuss on the call”. Then often the issue that has been going over text for 10 minutes is solved in 20 seconds. So she knows what works there. She's aware of that and she just makes the call and fixes the problem, right?

Arthur : Yes, more or less so it was on a remote context. And do you have maybe same example of maybe a stressful situation on your side at least, that was on site.

Karl : I can go back to this example, there's not a there is a task that's not completed, and she may be at the first annoyed because one of the members like says it's gonna be completed and it's not complete. You can see she's not that happy with it but the way she copes with being not happy is not saying like “what have you done”. She's like “how can we find a solution to this? you try to do this and this by then” and she tries to find just a solution, works toward it so. Yeah, like this.

Arthur : she tries to approach it in a constructive way.

Karl : Yes, yes, like, try to do this and that in the future if there is an issue and she takes a professional position for sure. So I've not like felt that when there is like an issue or something or she's not feeling comfortable that she loses some kind of control or something. She's always in a professional setting there, so that's good.

Arthur : Very good. Now let's move to the next one, **Social awareness**. So how does she as a leader show that she perceives the emotions of all the team member, your or other team members?

Karl : I suppose she is aware because often she asks, are you OK ? It's a common question she's asking me. Sometimes I have a face like expressing non verbal I don't like this or this or that. And then she's asking, like, "what's wrong? Are you OK? Or how are you doing these kind of questions?" So she's open for conversation. So that shows that she's aware for sure. And then also she has a conversation with you to do this check In.

Arthur : Is it defined on a regular basis to check or just spontaneous ?

Karl : Besides the check ins, we have, it's also spontaneous. If I'm just like maybe she checks my nonverbal activities more because I don't speak. But the moment that I'm just saying nothing and then she checks like OK, is there something wrong or she asked like how are you doing? Or how is this task going for you? Because I see you are not liking something **Arthur :** How does Matilda make you feel when she is addressing spontaneously maybe issues ?

Karl : It's good because you know, if someone is paying some attention, they are maybe not taking care but they are like watching you. There is some kind of support, one needed, if you have something personally this or that is going on you. You can approach her because she is also like if there is something in her personal life she is willing to speak about this. I don't have to ask her, we take a coffee and we have a conversation and we can go just on some kind of casual way talk about these things without judging each other. But this is maybe more non work related but actually work related wise we can also discuss these things. Even now, sometimes we speak about the project we had and she just opened like to send that to the client and these are the situations and think about it .

Arthur : We're talking about coffee breaks, some spontaneous check in is on site or on the remote ?

Karl : Of course, way more on site because on the remote wise it's quite hard to have a conversation. During the day we can talk a bit around. Sometimes on the message "how are doing?". Even now about the project how is it going, but of course you will not have a deep conversation over text. But still, we try to have some kind of overtake when on site. If you're going to the office we know that we'll see each other and we can have these conversations. So even though remote, it's hard, we try to catch those two onsite interactions. I think she's for sure aware that remote is not always the best way of working together. Same for the client, she tells the client : Do you want us to come to? To have an easier meeting, easier discussions about these kind of topics. Because sometimes all teams meetings and stuff like it just takes too long in the beginning of the project. We just only did like teams meetings and then there was no decision. She was aware, that if we want to have a decision, we just need to be in one room. We just discuss and then after this many hours, we will have the decision. Online, it doesn't work because everyone is just doing their own thing and has their own opinion. There is not like you present PowerPoint like this, but it's way better than she was aware of this to just be in one room at one conversation. And it also works that paid off in the end. We had to make some kind of decision about organizational structure. That was not happening for weeks

and then in let's say 40 minutes on site, it was done. That was because of her deciding we should go together on site.

Arthur : You mean going on site, with Tecan ?

Karl : Yeah but going on site at Tecan with everyone. Also from here she was aware, “you and you and you have to be there” and then also the team of course have taken. So they managed together that also the taken that say international employees from the USA, other countries they came to discuss these things.

Arthur : Does this makes you feel when she recognized your emotion, or when she wants to discuss about an issue?

Karl: Of course it's good, maybe for myself I'm more like on the emotional side, the more personal things, negative things are maybe a bit more closed. But yes, she tries to have these interactions and not only be someone who communicates you work related, so it's good.

Arthur : And it's for example, when I say emotional, it's not necessarily related to say private matter. It could be also about what you're proud of. For example if you have done a certification and comments on this.

Karl : Oh yeah, for sure. But I can say about for example certification. I got certification to notify of our team. She's the first one to say, “congratulations on this”. Or for example, I had to present some topics to the client, of course you are a bit stressed because it's the first time and then you're speaking for the group of this many people. Then afterwards she's saying, you did really well and she put in a text. On remote she puts in the text like “yay, really well done” and, of course that stimulates you. So it's really nice.

Arthur : OK, good. Now we're going to do last skill : **relationship management**. My first question is, so here are five photos and I would like you to tell me which photo or you can combine some photos and that's let's say describe best relationship you have with Matilda.

Karl : I would pick picture 4. Since it's more casual relationship, it seems like me. Yeah, you have two people just having a drink talking together. That seems like a check in, like we have it. It can be formal and less formal. But most time we take coffee, we talk about things that go. He's my leader, but it doesn't feel like I am the higher key, I'm controlling you from top down or something like you can see in in picture 5 and like this one big hand controlling someone and that person is controlling the rest. Of course, she's guiding me, she's giving me direction and she's giving me hints towards these directions. But she's not saying “you have to do like this or you have to do like that”. And for sure she's not, like doing some kind of micromanagement, like you can see in the picture 1 or picture 3, seems like someone is spying on you checking out, you're doing your task correct for sure. She's not doing this.

Arthur : Thank you. For now : How would you say that, Matilda is trying to build or maintain the relationship with her team member ?

Karl : She tries to combine the work with some kind of friendship. Maybe she doesn't see you only as a staff member, let's say like this. But if for example, are you at work after work, she could be your friend and you could go for a drink with her.

It's more like, an informal relationship, but you work together so. You don't feel the pressure of like, let's say someone who's a higher rank who's dictating what you have to do and what you don't have to do.

Arthur : How is the relationship different on site and remote?

Karl : Maybe also you interpret right or wrong. Sometimes she sends me messages, I'm thinking like is she angry or something? Of course she's not. She's just asking questions, but it's hard to know how she's feeling. Of course, when she texts you, she asks you something. Then if she asks you in real life, let's say on site with some kind of intonation, with like, the way she's speaking, of course you can feel what she's referring to, how she's feeling, how she approaches things. When I receive a text message, I cannot know. Is she happy? Is she angry or does she want something from me? Does she want it rapidly? You know, you cannot feel it. She can even communicate better when she is working like, remotely because there's a task. "Can you finish this?" These kind of questions like when should this be done? Is this urgent? And then you know, what is the priority? Because for us as like let's say starters at sometimes quite overwhelming to know : Should this be done first? Should that be done first? What is important here? What should I focus on ? She manages by letting you explore by yourself, which is also good. But then on site there is more control of course.

Arthur : Would you say that on the remote, she's more putting importance on effectiveness and goaler oriented, I mean task oriented than on site ?

Karl : It's not because how she manages it, but the aspect of her and remote together makes it sometimes feel that it's more task oriented. But that's just because communicating remotely is not as easy as doing it in the office. In the office you can ask, she comes to you.

"How is it going? Do you need help on this ?" Remotely it's like "this and this needs to be done and then I reach out for help. So maybe on that end, yes could be different, but I wouldn't blame her for it because working remotely it's not easy.

Arthur : Could you share a situation where you struggled or you had some stress and she tried to help managing you or I don't know coaching you ?

Karl : Yes, as I told before, this was like an issue this presentation and on that day, we had some kind of check in. Then actually, we use the time of the check in to check, what could you have done differently here. How can you still manage this task to have done at time. She was not saying, "you messed up" or something like this. Which I don't like. You should take more responsibility and you should reach out to provide solutions. She's not blaming you. No, you made a mistake, but now we gonna solve it. So when she speaks up about this, she's not

staying angry over this. Of course, if you have something important to present and it's not finished the day before there is a concern and, you feel as an analyst she shows that this is not OK. This should be for sure have been different. So she shows that it's not OK to have this kind of situations. But she doesn't stay like that's bad or something of course I guess she just disappointed because she gives you some kind of freedom to manage yourself a bit. So that's quite positive but then of course you have to do that step up and do this.

She gives guidelines enough and she tries to steer you in the correct way. But you have to execute yourself, she's not the micromanager. Which is good.

Arthur : Good. Thanks for this example. Now I have, two last questions for you about empathy. So how does your leader show that she's empathetic?

Karl : Oh, this is a hard question. I feel like honestly, **empathy** wise, out on the professional level, I don't think. Because she knows that almost perspective he had time.

He did not manage his time well, so why should she be empathic? Because it's for sure my mistake. I knew also it was my mistake and this example. Maybe there was one time she was, unhappy maybe also because of this presentation. In first instance she was disappointed of a bit mad and she did not communicate directly. I could see for sure that, like nonverbal wise, that she was totally not OK with it. It took like some minutes and then after we had this conversation and then she spoke up about it. So yeah, it's a bit how it went. Which is empathy wise for this example. You know because there shouldn't have been empathy in this case. But of course this if I feel that as some kind of personal situation influencing your work performance, of course she would have empathy and try to find solutions. But I don't have concrete example of this empathy thing. But I believe, of course she would have. She is understanding, because there was some new joiner, a new colleague we had recently a family member died. Of course, she wasn't saying tomorrow you have to work. So this of course, level of empathy for sure.

Arthur : Good examples. You talked about everything now. Maybe do you have a closing word or something you want to add to the leadership style of Matilda ?

Karl : For sure, she's not a micromanager. She's like more people manager, maybe even like friendship wise, trying to have a connection with the staff. I would say she's a people manager for sure.

Arthur : OK. Yeah. Thank you. Thank you a lot for this time and answering to all the questions. You're very welcome. Cool. Thank you.

Interview Marion –

Arthur : So, first of all, thank you for taking the time of doing an interview with me. It's going to be recorded if it's fine for you.

[Introduction about the definition of Emotional Intelligence and the 4 skills linked]

Arthur : So now I'm going to start with the questions. So, first question just a warm up question : How would you describe your leadership style in general?

Marion : Enablement.

Arthur : Can you develop a little bit?

Marion : First, there's no one single definition of leadership. If you ask most of the American owners, they'll come with one, some others. But the fact is that at the end of the day, somebody who is a leader is somebody who produces results, which ideally a high performing team. How do you get to that point? It's where leadership comes in. So, for me, enablement is about, there's no I in a team. It's about enabling every single one person in the team to show and to grow in their own way and to show their own capabilities. At the end of the day there is a cohesive team where every single person, team member knows what the strengths of the others are, knows what their weaknesses are, and knows how they get together in order to achieve the task. The leader is the person who enables them to get there and at the same time enables the target. I always say that as a project manager, which is kind of like a leader, I am the bus. I'm the bus driver. I know where we need to go and I just. I stopped the bus at the stops where I know that somebody needs to learn something or we need to do something, and that's for me, is enablement.

Arthur: Have you been, in a leadership position before or after that everything went on the hybrids work environment ?

Marion : Yes, before.

Arthur : Did you say pursue any difference ? I mean did you adapt your leadership style before and after.

Marion : Yes, It's linked to a personal event. I became a mom, you got it. So, before COVID I became a mom, I knew I had a perception of how, for example, people who are parents react and act and why they do what they do. After I became a parent, I'm one of those people. So, I have much more close experience and I can really empathize with those people. But that's really specific to the parents. I think that beyond that, Covid also told us to trust our people more. Because before we were also in a mindset of: We need to be, for example, 5 days at the client from morning to evening. We need to have three standards. But COVID told us, it can also be more flexible. We can also be more independent and still achieve results. But the one

attention point that it really taught me is that people are more and at the same time, less conscious of their well-being. There is an increased risk to the well-being of people because of that flexibility.

Arthur : So, you spoke about the motherhood and events before and after. But does say the hybrid work environment, changed how leadership is done ?

Marion : It maybe made it sometimes more difficult because it's difficult to read body language when the other person is on the other side of the laptop. You see only, the top side of their breasts up, you don't see any fidgeting. You don't always see the person if their camera is not on. So that's extremely difficult to read how the person is doing. On the other side, I think that's overall, it did not impact the core tenants of leadership for me. I still do things the same way, maybe I adapted a little bit more to the Gen Z and their particularities.

Arthur : I have already a lot of information, thanks. Now I'm going to go very specifically into the four skills. So, my questions are really related to each skill. So, we start now with **self-awareness**. How would you describe your level of self-awareness?

Marion : I think, if you have asked me five years ago, my answer would have been different, but OK, that also makes sense. I'm self-aware to the extent that I can understand and I see when different team members are upset and it's impacting their either private or work life or both. I've always been an emotional person. I'm actually quite emotional. I still cry at every movie there is, except lately I laugh at the stupid American stuff. But I'm very emotional as a person since I've been very small. Child, he taught me a couple of things about emotions. That an emotion is something that I can use sometimes to get what I want. It doesn't sound very nice, but if you're a kid, you get it. But on the other side, emotions can stop me from achieving. A certain perception on the person that would be interpreted wrongly and it would stop me from moving to the next step. So that's something I also learned very early in my professional career. So, I'm aware of my emotions, but I'm very selective of how I portray them to the people, especially as a leader because when the ship is sinking, you don't want to see your captain panicking. But when there's something to celebrate, I try to be happy as well to show that I'm happy and that I'm celebrating with the people. So, I think at the moment I'm aware of my emotions and I selectively show them when I want to show them.

Arthur : OK. And say this capacity of selecting or say managing your emotion, how does this influence the relationships with people from your team?

Marion : Depends. I had cases where I have lost my nerves but it is rare. I can think of three in the last seven years.

So, for those cases I have excused myself and in none of those cases I've had any issues with those people because it was under specific conditions and I know why I did it. And I've never repeated them, by the way but I think the fact that I am more restrained is also helping my relationships. I show emotion **whenever** needed, but I'm also restrained where I am for the rest.

And that should help normally with the **relationship**, because that's building **trust** in the other people.

Arthur : And do you have maybe a concrete example that you can share where maybe thanks to your self-awareness it contributed to motivate people?

Marion: Yeah. Motivate the people from your team. I recently had a case where somebody was not at the top of their performance due to personal issues. And the fact that I listened and I constrained my emotions, but I still showed **empathy** helped the other person to actually see the forest from the tree to see the light at the end of the tunnel, meaning that they identified what are the actions together with me and they put them into practice. They just said OK, that's what I need to do and they then put them into motion. Hey, I'm not going to mention names if that is what you are looking for.

Arthur: OK, good. Now we're going to the next skills **self-management**. So how do you perceive self-management? The importance of self-management in leadership? Just to clarify, our self-management in this context is about management of emotions. That's linked to the first one.

Marion: For me, self-management of emotions is critical. A leader who does not control their emotions most probably would lash out at a person when that person is not at fault. There is a lot of the higher you go in the chain of command. To say it's not the correct terminology, but I see what you mean. The higher you go, the more responsibility there is, the more responsibility comes also with more stress. And the worst that the leader can do is to translate that stress into the team. In order to be efficient, that stress needs to be translated into actions, into ownership. Into problems that needs to be tackled. I believe that the role of leader is to capture those chaotic elements. And to translate them into something actionable for the team and actionable in a way where the different team members play on their strengths. Meaning, if it can be for example, it's a task that would require a lot of structure. Then I would enable that person by taking off other tasks from that person and I would say this is a priority because we are blocked. Can you please focus on this for the rest of the day? I'll make sure that your other tasks are put on hold and nobody's bothering you.

And then if it comes to emotions, I will try also to make it in such a professional way that I don't include emotion in the context of professional work life. They should be limited is not the word, but they should be controlled. You can be very happy. You can also be very sad, but

don't show that full spectrum to the people that you worked with if possible. Or show it to a specific person that you trust that they can help you with managing it.

Arthur : And could you share a concrete example of you self-managing your own emotion for the team or a desired outcome?

Marion : The previous project I was I had a very specific role. It was a very complex setup because it was us a client. That's difficult at the best of times for maturity and requirements level, but also, We had our own team and then we had a third party that was kind of supposed to do something, but they never did what they were supposed to do. It's a company and they had two or three people there where actually non-stop bullying and interrupting the work of my team. So, my role was to get in between to ensure that all of the requests are streamlined through me. It provided structure and relieved some of the pressure for the team. At least that's what the feedback I received. Just by stepping in and taking over that pressure, that chaos at this project.

Arthur : Was this on site or was this on a remote context ?

Marion : Yes, it's fully on site, but for me it's two to three hours to get to the client. So, I sometimes worked from home.

Arthur : And do you have maybe a similar experience but on a remote context and maybe try to focus on how it is different?

Marion: It's not that different. I do have a similar case, but then that's within the organizational setup. So that was how it was supposed to be. It was a project during COVID. Where basically my counterpart was fully remote. I was fully remote. My team was fully remote, so in terms of how I approach it was exactly the same. The outcome was exactly the same. The only complexity that came from remote is that I couldn't evaluate whether the work was delivered from this team's site, so I was exposed in terms to the clients because I was reporting certain completion when in fact that was not the case.

Arthur : What was your emotional status and how did you manage? During this period of COVID remote.

Marion : Quite individual. Yeah, because in COVID different people perceive it differently.

Arthur: And if you have to speak as a leader.

Marion: Again, COVID didn't change that much from leadership. The leadership as such stayed the same. Certain aspects of the approach got adapted let's put it that way but COVID did not change my leadership approach. I just put more checks and balances in my process. For example, if I have somebody on premise, I would be on the other side of the table or they would be in the same room or somewhere on the same floor with me. So, I can always just check how it is going or even just passing by or see what they're doing. I cannot do that with the remote coworker, right? So, there I need to actively send a message and then **trust** that when they reply, that is indeed the status. It's also very difficult to control. For example, if the client has in any way communicated or done something that has increased the stress on my team site and I don't know about it. I won't know until either the client or my team mentions it, or I see some kind of an effect that is outside the expected results, for example. A highly emotional individual would react towards a criticism negatively and that can impact their deliverables for a couple of days. If I see that in a remote context I go and I ask what happened, and especially if I work with certain Asian cultures, it's very difficult to get that out of them. So, then I need to go to the client and look with them if something happened or try to understand the PMO. So, that's for me is the complexity but it's not something that is directly linked with COVID. I have it anyway with remote working.

Arthur : That's quite interesting your approach. I'm going to go to the next skills. Social awareness. How much of other colleagues', emotional status, mood swing and everything do you perceive?

Marion : I think I perceived them at the moment that they are a little bit stronger, meaning every single one of us can have a bad day. I cannot expect everyone to be 100% every single day. I'm not 100% every single day. I also have my bad days. I am also influenced by how moody my daughter is in the morning. And that's why spending one hour in the car helps, but We're not robots, so I do accept that there is certain variation, and that not everyone are super happy when I hear good morning and if the tone that is like, "ohhh, good morning" like that. I do ask do you want to grab a coffee if there's really something that's raising a flag to me in terms of body language, in terms of tonality of the voice. I always give the option to the people. Hey, do you want to grab a chat and just say what it is? I have built that trust with those people. If it's in the context of remote, unless I get into a call with them, it's extremely difficult to capture that. So, there for example, it's much easier if the person is on premise. To what extent I'm **self-aware**. I think I capture everything beyond normal behaviour, meaning you had a bad day. I would note it if you had a day for one week in a row or two weeks in a row, then I would question it. Sooner than two weeks, actually but I'll try to

understand what's happening. If you're really happy for a very long time, I'll ask are you sure that you're not on drugs? I would ask it, but I would try not to be persistent and I don't want to be intruding on their personal limits.

Arthur: And what do you say, how do you then approach communicating about those stuff?

Marion: I come from a culture that's pretty direct. I don't like to beat around the bush as the expression goes, but on the other side I have also learned that as a leader I cannot just go and say : 'Hey Arthur by the way, do you feel OK because you are a little bit off. If it's too big of a difference, then I'm putting you in the spot. That's not OK. I might ask. Hey, do you want to grab a coffee? Do you want to grab lunch with me? Do you want just? Do you have like 5 minutes? Something like that which just sends the message to the rest of the rest of the team that I want to talk with that person in private. But it might be for work. It might be for social reason. It might be just so that I can catch up with that person, or it can be indeed that it captures something that is concerning but the rest of the team will never know which one of those reasons it is so, that's how I try to keep it confidential between me and that person. I always, for example, if it's something sensitive, I always try to find the spots, ideally not there in the in the corner where everyone can hear, but like a room with a closed door and always grab first the coffee. Well, sometimes even. Though is I just say, let's walk and then I just walk around the floor or go downstairs to the cafeteria. And just try to find a spot where the person just has the opportunity to share with me. And if they don't, I'm fine with it as well. And I'm not going to push unless I see consistent red flags and underperformance or impact. Then I'm going to go with my hat, I mean with my hat as a PM, as a senior person within the team. And I would say, I would approach it. I see some issues with your performance. I see that some of the things that were supposed to be there and are not there or not required quality. How can I help? I'm not going to ask what's happening right? I'm just going to sit ask how I can help and if the person would like to share. Yes, good. If they don't want to share, that's also good but the message here should be something's happening. It's impacting your work. This is kind of like I'm trying to help here I'm reaching my hand the next time. I will not be that that soft continuous like that.

Arthur: Can you share maybe a concrete example that comes to your mind when you speak about this?

Marion: That was a long time ago I had someone who was going through a lot of personal issues. Her mom had MS. I don't know what it stands for, but it's basically when your muscles stop working. It goes to the nerves and there's no cure for it. OK. And basically, towards the end, the person even cannot control tongue or lungs. Nothing. So it's really that's one of the very few cases where there's an agreed euthanasia that the person can request, OK. So, her

mom was in a very late stages of MS and she was going through the procedure of euthanasia. So, of course, that person was also more on the junior side, I had multiple discussions with her where I said look, something is happening. I didn't know at the moment what was it. I learned later, I said at the moment, something's happening in your private life, I assume because I cannot identify anything in the work life that would impact you so heavy tell me how I can help and tell me how we can find a solution. A solution can even be you roll off the project. If it's too much for you. And that's not going to be held against you, because that's just the way things are. We are human beings.

We are not robots, and sometimes it happens that you just cannot. You cannot perform your active activities due to one or another reason. For example, if you're sick, you take a sick leave because you cannot work. It's exactly the same. If you have something that's happening in the background and it's impacting your mental and mental well-being, then it's perfectly fine to change something on our site. Much later I learned about the situation but that's how I did it. And indeed, we wrote her off from her project. And she moved to 4-5 so that you can spend one day taking care of her mom. And then we actually increased until. Yeah, when she had to take some months off.

Arthur : OK. And do you have maybe not exactly the same but similar situation or experience with a person that was on a remote that you had to deal with?

Marion: I had a case. As a project manager, you kind of end up with knowing everything about. Yeah, the good and the bad of everyone. On T****r I think we hit. So, I honestly have not one other project with that many issues, but we hit everything from funeral to wedding to babies. Through well-being issues. And it I can come with at least 3-4 examples there. And The thing is, it really depends on the culture that you work with. India has one culture. They're very closed off. Especially the men. There it is not accepted to admit any weakness, so trying to have a normal conversation with a male Indian, about if they're experiencing issues. Yeah, especially if you're a woman forget it. They won't say it unless you're working with that person for years. That's the only possibility. Otherwise, no.

With women yes, I had a really good relationship with multiple women, and they did share after a certain moment in time, they shared. They were also more open than men. No, it's very different. If you work with Romania, for example, because they're much closer to us. So they would actually say and then they might treat it personally. They might do it by themselves, but they'll say look, I have an issue. I need a bit of time off. OK, that's fine. Or I need to go a little bit lighter? That's fine. We do it. So, I know that, for example, Egypt has a mindset very close to India. Morocco as well. So, again, depends. Yeah, on who you have on the other side, yes.

Arthur: OK. And how do you manage this when they are on remote ? I mean, maybe it's not possible.

Marion : Depends, if it is not my direct responsibility, I ask the team lead to talk with them because they have better professional relationship. But if they are reporting directly to me, I address it. In India, for example I address it in the form of performance perspective because USI are all about performance, they link everything with performance. So, the moment that I mentioned the word performance, the eyes are becoming like that, but. So, I just phrase it around I say that you are having some performance issues, probably due to personal reasons. I'm not blaming, I'm not pointing fingers but let me know if you need some time off or if you need any support that's really direct but there's not, especially with the male part of the Indians. I've had cases, I was in US and actually, they were working at Deloitte, and they were fully ignoring me. I was the data conversion lead to the time.

Arthur: US, America or India.

Marion: Indian move to Deloitte US. I don't how years he was there not that long. He was really ignoring me. Both me and my counterpart who was also women and she was India to make it even worse, ignoring us who ignore but there was another person who was supporting us a male Indian no issues. So that's the first time when I encountered it, I didn't believe it. Indeed, I knew that it existed, but I really thought, OK. But that's very sporadic. It's not if it's not somebody who has worked across countries and cultures, that's what you hit when you start talking with Indians. But there's a moment where I have to be the bad guy in the conversation.

Arthur: OK. Well, it's crazy. I will say we hit different topics and different experience. We move to the last skills. So, relationship management. You already spoke a bit about this through your experience, but how do you build so the relationship with team members as a leader?

Marion: Building a relationship, it really depends. What's the purpose? So, here I'm going to go take a step back. And I'm going to put a bit on the sides the emotional aspects, it's about what is the purpose of that relationship, because I'm looking from professional perspective as a project manager, I expect my people to complete certain tasks to perform certain functions. That's the non-emotional aspect adding the emotional layer. Maybe before that there is another step. I like to create personas. I have personas in my head of different types of profiles that I work with and I have an approach. It's a bit psychological because each persona requires a different approach. Some personas are very private. Some personas don't mind saying, hey, I had amazing dates last night. I had it I really hate it. And I try to categorize people, which I know. Removes the individual aspect, but it helps because nine out of 10 times I categorize it correctly and that allows me to put expected behaviour. Now for example I have a manager let's say who just got a second kid. So, one newborn and one toddler. Let's say 2-3 years old. Then I know that I would expect that person to have a little bit more ups and downs, but if

that person catches up, I'm fine with it. I'm not going to go and chase that person because yeah, they had three bad days in a row. They couldn't deliver if you have a four-month-old with the stomach, thing. Believe me, the sleep is not a priority for that baby. If I have the same per person but without the kit, just with a partner. Going instead with no reason to be under slept, and to have that variation, I would go and I would ask that person what's happening. No, because for me that can be parties can be late night events can even be language course in evening but it's something that's affecting their performance that they cannot identify and I need to know about because it's starting to impact also deliverable of the project. Adding the emotional aspect, if I know that somebody has a challenge, a challenge can be a newborn baby can be a death in the family, can be overall difficulties with performing their activities. I would address those people, accordingly, meaning I already have kind of like the persona in my head and I know how I need to ask what questions? And that's very typical for me. Because I work with organized, I organize everything and I don't want to say I put people in boxes because we are unique creatures, but in the professional aspect We fall within a certain amount of a certain range of profiles and attitude and behaviour. So Long story short. I take the emotions into accounts but what is more important for me is the context because if I just take the emotional aspects. That's not the full story. I've had example three months in a row I've been working for in a very demanding environment. Under lots of pressure. And there was one call where I actually had to lose my feelings. I mean, lose my nerves, but I did I went a bit too far because I couldn't evaluate at the moment. So that's I knew that I went too far the moment it happened by the reaction of the people around me. But I said OK, I'll fix it after moving on. But I know that that was a moment where I personally could have done better and would have done better if I did not have three months of short sleep. And I don't know what else. But that's context you see. From outside I just had. I just lost it in one of the calls but my perspective and my context is in order to make sure that it doesn't happen again. It means that I need to sleep more. I need to stop doing long hours. I need to do XYZ. I went to my manager and I said look I need to do this, this and this because I'm starting to influence my team and I'm starting to impact my performance.

I'm not sure if that actually answered your question. Yeah, but that's how I would add the emotions in the picture emotions are important emotional intelligence is important. It's one of the tools we as project managers use. I think even more linked with psychological aspects of our work than we have actual leadership. But they are important. They are part of the puzzle.

I know leaders without any EQ. They do their job; they get things done. But they also have a higher rate of people leaving or people saying middle finger and out of the door. But they do things. They deliver things, their whole cultures build around that. America, for example that's their culture they don't care about feelings. I know people who go too far with their feelings, with all that, and that's usually when you have the whole diversity thing. Don't get me wrong, I'm only for diversity and equity, equality and etc. There's a moment where it goes too far. And when those people crossing that aspect, it's too extreme. Yeah, and then it's like a friend of mine says my husband is white and he's a parent in which category of minority he falls in.

So, it's very important when you use EQ. When you use empathy, when you use emotions. But you don't overuse them because then you're getting to the opposite effect of what you're achieving. What you want to achieve, and especially as a project manager.

Arthur: Do you have maybe a concrete example of maybe dealing with relationships or building relationships on site? Maybe on remote or on site?

Matina: . It's much more difficult to build a relationship on remote because then you're hitting the Oh, there are multiple things. It's about strategic. So, as a leader, as a young leader, people don't know you yet. You're unknown. You are an enigma. So, people tend to be cautious around you. So, building relationships is very difficult on premise, especially because people don't have any frame of reference. They just see relatively young person who is in a leadership position and they make all the assumptions and the cliches that you can think of. So, building a relationship in that context, it's extremely difficult. That's why we always try and allow it to have a more senior person who is well connected at Deloitte who can facilitate this.

For example, if I have on a project, I have a senior consultant or a manager that actually happened recently on a project I had to hand over a lot of my responsibilities to someone else and she was unknown entity. On that project, people didn't know her. They didn't know her name. They didn't know her. So, I basically spent the time to introduce upfront. I'm going to onboard somebody to take over those and those activities from me because I don't have the possibility to focus on them at the moment. So prepared, she onboarded. And right from the start, because of good onboarding, she started running. And she built, I helped her build the relationship with the client with the team and with the different stakeholders, and then she just owned them and moved on. If she had to do it by herself, she would have lost probably weeks just doing that and made the errors along the way. If you have a senior profile who is known entity, with just the name already rings a bell, building relationship there it's very easy because you've heard of that person or you can ask about that person and you hear some feedback and you know already what to expect from that person.

How I personally approach it, I ask about the name. I listen to people. I listen to feedback. And I leverage my network to facilitate my team. If for one or another reason I see that it's not working, I address it and I try to make it easier for that person to perform their activities. That's on premise. So, basically all team members, you try to get a background of each. It always if you remember during your interview if I remember correctly, you were a scout. Yeah. And you had a couple of you had a very interesting name that you had. Remember that for scouts you always have like 3 names. Yeah, I don't remember what it was. Yours, it was something interesting. 3 letters. 3 not 3 words.

Arthur: Rover scout.

Marion: Yeah, something like that. I can open your CV. Actually, I can check it out because I noted it down. That sentence that already told me, lots of things about you. Your scout. So,

you're organized. Most probably you probably have already been leader in one or another role. Of course, not in a professional context but it doesn't matter. Those are skills that you learn since like you learn, you already have been on the receiving end of somebody's growing up because, of course, teenagers. And most probably your dedicated you are performing your duties and you're responsible just that one line. I try to get out of the context as much as possible for everyone. I try to put that person in a persona and I try to work towards that persona. And if I have evaluated initially wrong, that's also fine. I adapt and I move on. But indeed, in order to have a successful relationship, you need to understand the context. You need to understand the person. And the most important part. You need to understand what makes that person think what is the driver of that person. And then you add the complexity of emotions on top. Because one person, who is perfectly sane if he's with a newborn baby and he's without sleep or his partner is in post birth depression. Believe me. That's a very different story. You cannot have. It's very difficult to have that with somebody remote, by the way.

Because building a relationship remote means that they need to spend time on chat. Or I need to specifically have touch points with that person, which can be also quite interrupting. I can interrupt their workflow, and because I'm their superior, they would prioritize me above their work. So, I try to be a little bit less. I try to create those connect moments with them, but they're much less and usually a bit longer.

So I try to always have one connect in the beginning to evaluate the person and then based on that they just kind of confirm what profile it is and what persona and then I approach it.

Arthur: You've already answered the question to the remote context, so that's great. Now maybe 2 last questions. One is on empathy. How is empath playing a role in the let's say leadership?

Marion : Empathy can be a very strong tool. It also can be very misgiving. Very tricky. If you use only empathy as evaluation technique. Most probably you will end up wrong. Empathy is feelings. Empathy is subconsciousness. Example I might feel connected with you, I feel camaraderie with you. But for example, I don't have the same with Tom. That does not make you better than Tom or vice versa, but my emotions is saying that you are better than him because I connect better with you. My empathy is already biased towards you. So, I it's much easier for me to accept a fault on your site than a fault on Tom's side. Especially if my empathy is giving me that he's has not so strong body language or he's sending the wrong signals. So, for me, empathy is a tool careful to be used, usually in one-to-one situations. Where I know the context. And it's I use it to identify flags to identify abnormal behaviour. I use it to understand people. I use it to build my persona better so that they know how to react better. But it's not a tool that I fully rely on. I'll give you an example. You have two really types of leaders that take really big attention point. For example, you have the Elon Musk and the Steve Jobs with no empathy whatsoever. Actually, Elon Musk is not capable of empathy. He just he sits on the autism spectrum so he doesn't have the capability to feel emotions and to

understand emotions, not feel, understand emotions. Steve Jobs was also relatively close to him in terms of that aspect. It doesn't make them bad leaders. It just does not give them that privates that personal connection with people, right? But people are still loyal to them. People are still see them as their leaders. People still see them as. As the as the one that would drive them forward, right? Now you also have on the other side. Take Oprah.

Oprah is a very empathetic creature. She is one of the people who really. Yeah, she was championing the whole empathy part right. Anyone who was sitting, who has sat on the sofa with Oprah, she want him right out of the bed. Because she was reading there, she was using empathy as her main tool of choice. Those are your two spectrums, right? The two ends of the spectrum we as project managers, we need to be in between. Our empathy is a tool that we use to, let's say I use to identify if there's any, anyone who is raising flags from behaviour perspective meaning. It can be somebody who I see is lagging behind, somebody who is not vocal in meetings which, by the way, can also be fine because introverts. I mean, introverts are not vocal usually. And that's fine. I will use empathy to identify what is the correct the correct way. I'll give you an example Lisa from our team she's an introvert. And I know that she is someone who, if you put her in a room of 10 people, she might not give her feedback. She might not provide her input. Because she's not that kind of person, she would not. She does not have yet that confidence. So, I will capture the moment where she feels a bit. Do I have to say something or not? And if she's not after the meeting, I'll approach her and say, hey, you wanted to say something. What do you want to say? And it doesn't input that actually is. Every input is worth mentioning, by the way. There's no stupid question as they say, no. I would take it into account and if I can right away answer I would otherwise I would pick it up and I would take it further and that's what empathy and that's how I use empathy.

OK. Well, it's their other information with very valuable so.

Arthur: Thank you very much. I don't have any question left, except maybe if you want to. I mean, you already spoke a lot, so if you have a closing word or something, otherwise it's. I mean, it's not needed.

Marion: For me, leadership is about. How do you achieve your target and whether the people after that are willing to work in with you. A good leader is somebody that people want to work with. And if somebody does not want to work with me after the project is finished, I'm not offended because I can understand it, but I want to know why. So that's I know if I need to adapt. Or I miss stepped somewhere? I misinterpreted something or I actually did not use sufficient empathy to identify an issue that I could have resolved. So for me, a leader is somebody who uses all the tools they have at their disposal according to the situation and learns from their mistakes. And no matter how overrated EQ is, I find EQ and empathy overrated by the way, sorry for saying that. They are a tool that can be used in certain and it's very useful in certain situations. So, it's not something that I should fully exclude.

That's what every leader should actually run. Use what you have. Learn what you can and at the end of the day, if it's not sufficient, see how you can improve.

Arthur: Thank you for contributing to my thesis.

Interview Mithresh –

Arthur : Perfect. First of all, thank you for taking time for doing this interview. My first question is, how would you describe the leadership style of Elise in a general way?

Mithresh : In a general way, she delegates. She's very good in delegating the right tasks to the right people. Before she delegates, she will ask our opinion as well on if we are interested enough to handle such a responsibility. Then she trust us with the task which she has delegated to us and she follows up on the tasks that is handed over to us. But not in a follow up every half a day or something. She gives us sufficient time before following up with our task and even gives us considerable freedom in choosing how we handle the tasks. However, if she has a particular preference, then she will say before hand like “I would like you to prioritize this one before this one”. Otherwise, she gives us the freedom to handle it according to our priorities. Sometime back, when I arrived in Belgium, though the project was very intense, she was understanding enough to give me, time to settle in Belgium and to do all the admin tasks and stuff. Because there is a lot of admin work once you arrive here as an expert.

So in that way as well, she considers personal well-being as well apart from professional responsibilities.

Arthur : That's quite complete answer and did you work with Elise before you came to Belgium?

Mithresh : No, I am working with her only since I'm in Belgium.

Arthur : OK, because my question was also : How is it different to work with Elise when you're on site or on a remote context?

Mithresh : When you compare both, on site is always better because the person is next to you. You can ask a doubt or clarify a quick thing because the person is physically near you. Even if we are working remotely, we need to get in touch with her for something, she's quick to respond. So, I do not feel much of a difference because either way, she gives the response at least for whatever we asked. Only advantage when we are on site, we can directly ask her instead of typing a big four lines sentence; we can just ask her, face to face. But in terms of response that we get, it is sure that she will respond even if it is a bit late. You can expect a response on the same way.

Arthur : OK, understand. Now there was only, the warm up questions to start the interview.

Now we're going to go very specifically into the different, skills of emotional intelligence. And we start with the first one, self-awareness. So this is really just about Elise, recognizing her own emotions. So my first question is, how would you describe the level of self-awareness of Elise as a leader?

Mithresh: I think she's quite aware because she said as a part of how I understood that she's a leader is from the various traits that we can observe. Not only during meetings or work stuff but others as well. For example, if you take the professional step by organized coming into a

meeting, having proper agenda like 12345, we are going to do these five things. Even during meetings, if we join to discuss a particular thing she is hyper focused on that particular topic and if discussions go outside that topic she will quickly bring it on track. Even regarding phrasing the questions so often in projects we need to work with other cross streams but if you don't ask them the right question or put the question in a manner which is understandable by the opposite team, we will not get an output. She knows to phrase the questions in the right way. But this I have personally experienced because during one of the last predicts, I asked a person one thing in one way, but I didn't get a response. Then she asked me to ask a question in this particular way and then I got the response. So these are tiny things but it will go a long way and she articulates very well. When talking to even non business professionals, articulation and communication is one of the greatest skill that a leader needs. And then say something in a very concise and precise form rather than switching it in a big four line or five line sentence is also one of the skills that she has. I haven't seen her getting angry, at least during the time in which I'm there in the project. So being able to stay grounded and calm is also one of the important traits that I've seen in.

Arthur : Thank you for your insight. You mentioned that for example, during a meeting when Elise is quite focused on the topic and if you deviate you, she tries to steer it back to the topic. Does she sometimes also take some news from how you feel, how it's going, how work is going ? Because you said she's quite focused on work.

Mithresh : So the first part of your question whether how things are going? No, she hasn't asked me that question. How are things going outside of work in general? I have not heard her asking that question.

Arthur : And do you see a difference in working with her on the social awareness skills when you work on site or in a remote context? Is there a difference to you?

Mithresh : For me, I have not felt any difference. I thought about it and I feel that communicating with her on site as well as remotely is as equal as at the most. Because I get the response from her at the same, very quickly, whether it is onsite or through.

Arthur: That was the first skills. Now the second skills that self-management, how she manages stress, I mean her own if there is difficult situation, how does she act? How does she react to or to also good situation? I mean there are multiple ways of reacting. So well, what's the image of your leader managing herself?

Mithresh : To be frank, I haven't seen her in a stress position yet. Or maybe, , she stressed. But she doesn't show it outside. Maybe she's good in handling stress. That's why we are not able to observe her as a stressed person. Maybe she doesn't show it outside, but I'm sure that you know in this line of work, especially in a warehouse team, the stress is bound to rise, at least in an implementation project. Someone who is working in this industry for some time, we know it for sure. But she doesn't show it outside, at least according to me, but she might be. How she handles it, I have not thought about that yet. From what I observed, she takes, small intervals of breaks, like one week vacation or three or two days vacation here and there just to recharge rather than taking up a huge vacation. It's something that I have observed.

Arthur : OK, interesting. And do you have maybe a concrete example? Could also be maybe other celebration? Elise told me that sometimes you have a celebration after go live or I don't know, after a milestone. How is she dealing with this ?

Mithresh : I have never seen that like overexcited. Celebrations are mostly, you know, public gatherings where people have a few drinks and good food and some music. She just hangs around with the crowd well and enjoys the moment. I've never seen her going overboard and you know, talking loudly or singing loudly during such celebrations. Just come and go with the crowd and always approachable.

Arthur : OK, Very good. You said you never saw Elise stressed. But did you experienced when you worked with Elise a stressful situation like a typical warehouse situation that should be stressful? Did you experience this?

Mithresh : I think I'm blessed in that way because I have never seen her. But I'm sure that such a situation happened before I joined the team. I joined the Belgian team in 2023, December. Right before I joined, there was a goal live and I have understood from previous conversations that was a very tough goal live and a lot of work had to be done and it had affected business outputs operations of the client and it was a stressful period, but I joined after that and unfortunately I couldn't be part of the team and help them out. But I understood that the team went through a very stressful situation at that point of time. To answer your question : What she does when ... I have always felt that she's a very, very rational and a logical person. So I feel that that is one of the main reasons why she does not get stressed herself. We get stressed when we have a complex situation going on. Whatever I've observed working with her that she takes the work or she breaks down the work into such portions that you know it doesn't become a big complex or a stressful kind of situation. She thinks about and plans about it beforehand that you will be in a tough position at this point of time so I need to start working on it from right now itself so. That kind of foresight, I see that she always has. But nevertheless, however careful we are bound to forward in such stressful situations but I have not seen her in a stressful situation as it's what I can say.

Arthur : OK, thank you for this insight. Now we are going to the next one **social awareness**. How does she pay attention to the people ? Does she feel their mood swings? How would you describe her level of social awareness towards a team member in your team?

Mithresh : Yes, she observes each of the team members and she's aware of how they are contributing as well. Because, you know, we have these daily meetings and she's aware what each person is working on. She also has her own feedback about each person. Regarding the nonwork related awareness about each person, she's aware of what each person is going through for people who are in Belgium. But for people who are dispersed in different countries, no. In my previous project and even in this project, only two people are there in Belgium from warehouse. The others are working remotely and, in that situation, we will not be able to understand the emotional background of the other person, the other team member from a different country, especially when they're working remotely. So I feel there is a limitation in understanding the emotional aspect, when we work remotely. Especially people who we have not seen even for one year. But from my personal experience she understands

our emotional well-being. Well though she might not ask them explicitly, I feel that she understands them.

Arthur : OK. You already responded to the follow up question. How do you feel personally when she acknowledge your state of emotional status ? How do you feel when she and I don't know during coffee break ask how you're doing ? How is her attitude and how it makes you feel?

Mithresh : Obviously we feel good because what I feel is not within their complete responsibility to know the other person's well-being outside work. But still when they are asking us such a question, they are going beyond what is expected of them. To know if we are doing good in our person life. So I feel it is a kind of acknowledgement that leaders should have. Also, it will kind of motivate us if our leader asks such questions because you know they are taking the next step forward to understand us. So I feel it motivates us to put more effort into our work.

Arthur : OK, great. Now I'm going to last skills **relationship management**. First, I'm going to show you a picture. I mean 5 pictures and you tell me which picture is the most Elise. So do you see the five pictures?

Mithresh : Yes, yes.

Arthur : So here are 5 pictures. Could you choose two pictures, and tell me if one is let's say the most related to Elise in your point of view ?

Mithresh : OK. I will choose the second one and the last one, the person on the blue arrow.

Arthur : Yeah. On the blue arrow. OK. And the person that has a beer in the in their hand. OK. Sometimes it helps to just speak in metaphors and pictures. Now in words, how would you describe your relationship with Elise as a leader ?

Mithresh : She's always very dependable. If we have any doubts, we can ask her. Even if she doesn't know the answer, she will guide us to a person or tell us to look where we can get the answers to that. Then, she plans a lot beforehand. Both work as well as nonwork related stuff. Like suppose if we have a thing where we need to travel, then you need to research about it about the place, ways of getting there which are the best hotels for how to the practicalities behind everything. So in terms of planning, also, I feel she's a very good planner, so these are the things that I admire her for.

Arthur : OK. How does Elise builds up the relationship with each member of the team? How does she approach this?

Mithresh : I can speak about how she builds up the professional relationship. The professional relationship from her is like she gives you the exact answers for the questions that we ask her. That go to the point and there is no beating around the Bush. Because professional relationships are mostly transactional, right?

Arthur : Yep.

Mithresh : You need help from one person and they help you back. So, in that way, for any guidance or any kind of help, she's very independent I would say. That's how she builds. And also, if she tells that if she commits that she will get back to you, then for sure she will get back on that particular day. It is not that we say and she forgets about it quickly. Then it will develop a kind of trust on that person then you always seek advice based on that trust. Because then you know that if that person gives his opinion, then it is always valid and trustable. I understand it like it develops over a period of time, like when you work under some person you develop a kind of image about that person. And then you build on that.

So, I would say she's very dependable and, you know trusted to always deliver something on time. Even if it is not possible to commit to it or deliver it, she will inform beforehand rather than the last minute. Which is also one of the important things that we need to know.

Arthur : Yep, and how is the difference, I mean her relationship, with people that are on site, (let's say people from Belgium) or people that are in her team, but on the remote context ?

Mithresh : I have observed that she treats everyone equally. Obviously, people who are locally available, she will know a little more about them. But she's quite empathetic to people who work remotely as well. And like if they have any valid reasons or valid excuses, I feel that she understands them. She understands when someone is taking advantage of that as well. You need to look at both sides. So, she's quite reasonable. Whether you work remotely or locally.

Arthur : OK. And could you give a concrete example? Because now you for example you said that she can sense when somebody is taking advantage of a situation. Do you have a real case example?

Mithresh : Yes. So when I first joined the project, I am back in 2023 December, there was a person who was working remotely. He kept on extending the leaves, due to one reason or the other. Then over a period of time, she understood that and as well as she understood the impact on work because of the extended leaves. Then she slowly started handing over or distributing those tasks to the other members on the team so that you do not build a dependency on one person alone and others are capable enough to handle in this absence. Slowly, she reduced dependency upon that member to a level where the team can survive without him. So that is what I understood. Then once you reduce the dependency, then whether that person stays in your team or whether he takes a long vacate and leaves does not have an impact on the project.

Arthur : So could you maybe explain to me what is to extend the leaves so the due date or what does that mean?

Mithresh : In the sense first you request for the leave for say one week.

Arthur : On a vacation or...

Mithresh : Yeah, one week due to health reasons.

Arthur : Yeah, yeah.

Mithresh : Then again you come back, and then again you leave for one more week.

Arthur : OK so that person was always extending more and more and so you couldn't count on the person anymore. Then Elise took action ? What did she do with that person?

Mithresh : She distributed the tasks to different persons. And so that we can eventually reduce the dependency on that person.

Arthur : And so did she explain why the other people had to take the task? As a manager, what did she say?

Mithresh : Yeah. We were all aware of it because we have daily stand up calls and if one of the team members is absent, we know for sure that something is wrong with that person. He's taking the leave for some or the other reason. We were all aware of his absence and about the tasks that he had on him. So when she distributed the task to others, we understood her that you know, since this person is missing, someone has to do or handle those tasks. And so it is a fair ask. It is not unfair, so we were concurrent with what she had requested, so we understood that and then it is fine with us.

Arthur : OK. Yeah, great. Maybe one last question on the skills of how she manages the relationships with her team. Is that for you, more or less a role model ? Do you want to follow her vision?

Mithresh : From what I've seen about her, yeah, obviously I look up to her as a leader. The most important thing in that is the level of attention to detail. Like she's very detail oriented. If you look at a task, you might think it is very simple, but it can be subdivided to 10 other things, 10 difference of tasks. She is so detail oriented that you know, at that level of detail you can keep to the time that you have committed. We tend to overlook some tasks as very simple because we do not pay attention to detail. But she's very detail oriented and that is what I feel it is her greatest quality. Because of that the effort estimations the times which she commits to she is able to achieve it because everything is in the detail. That is the role and the vision which you mentioned I look up to. That is always helpful.

Arthur : OK. Good. Two small last questions, if that's fine. So it's about empathy. You briefly mentioned that she's empathetic to people. How does she show empathy to people? Or is she showing empathy to their team members?

Mithresh: Oh. If it is on my personal experience, like when I came into a project with her that is the first project here, when I came to Belgium Deloitte initially would give us one month an accommodation and within that one month we have to find a permanent accommodation somewhere else, when you for an expat. When I joined, the person whom I was replacing was in his last week of Deloitte, I was replacing another person. I had only four days to receive a KT, a knowledge transfer from that person. But on those four days as well, I had several appointments to find a home and finalize a home. So she allowed me to be flexible on my time even though I had only four days to receive a KT from the person whom I was replacing. That flexibility allowed me to find a suitable home within the one month of time that I had. So flexibility in working hours is a kind of empathy. As an example of the

empathetic situation that she helped me, I would say there can be a lot of other examples, but this is my personal example.

Arthur : OK. And can you recollect any similar examples of empathy, but for people that's on a remote context? So maybe it's not something with an apartment, but with a task with maybe a situation. That an employer was in and they talked about it.

Mithresh : Yes, I would say so. This is not about a remote person, but we were all working kind of on the remote hybrid mode. That was a goal live and one person from the team had vacations planned for that particular go live week. And so, and the vacation plan was already approved by the management. But coincidentally, the goal I felt on the same fell week where that person had taken vacation. The management asked him to go on a vacation but with a laptop available with him. But then, she stood up and she told them no. This person's vacation was already approved and you have to allow him to leave. I do not know what the final consequence of it was, whether eventually he went on leave or not, or it was cancelled, but at least she did whatever was possible from her side.

Arthur : Yeah. OK, good. Thank you. That was all the questions I wanted to ask you. Maybe do you have a closing word on the leadership of Elise or something that pops into your minds ?

Mithresh : Yes, the most important things that I like about her is what I mentioned the detail orientedness. She remains very calm and the planning detail orientedness, planning and the calmness, these three things. These are the things that remains on top of my mind when someone mentions her name. That is obviously that these three skills are very important for a leader. And she's very good in articulation and how to convert, how to say technical things into a business language. She knows several, but these three things which I mentioned is which remains on top of my mind.

Arthur: OK. Great. Thanks. Thank you a lot for this interview. It takes all this time.

Mithresh : No problem.

Interview Nick —

Arthur: Thank you, Nick, for joining me for taking time for this interview.
So we're going to talk about your relationship with Marion. She was your leader.
So how would you describe her leadership approach in general?

Nick: So Marion is someone that is really nice to work with because she seems to understand your strengths pretty soon in the work and in the in the task. So she will always try to give you the right work to do at the right moment. So I had a real goods, many, different good experience, many good experiments with Marion. Yeah, I think it was really nice because she was able to push me. I don't want to my limit, but really to push me a bit out of my comfort zone to discover new things that I didn't know before. And she was always there to support me and to find solutions when I was having any problems.

So really supportive and empowering as well.

Arthur: OK. And did you experience to work with her always on site or also sometimes on a remote context?

Nick: It was mostly remote, but we could always also meet on site, but mostly most of our meeting were remote because we were working with people that were not always at the office. So it was mostly the meeting remote, but sometimes we had some remote meetings and we were both at the office. So we could debrief the meeting right after, or we could even had a talk before the meeting happened.
So it was really nice to work on both on site and remote.

Arthur: OK

Nick: but mostly remote

Arthur: how different was it to work with her on remote or on premise, on site ?

Nick: I because we didn't really work on remote oh no on site, sorry, so we worked together really in our meeting in the allocated time was on remote. So it was. She was really focused on the meeting. But of course, when it was outside of our meeting time and we're meeting at the office, you could always feel that she was busy with a lot of other things. But when we were on remote, she was solely focused on our meeting. And of course, because she's pretty busy. It was not always a long talk that we had on site.

Arthur: Umm and so. I try to formulate.

You you didn't have, let's say, casual interaction with her on site ?

Nick: Yes. Casually, yes, but not, not formal. Not a lot, most of them were formal. Of course we had some meetings on site but most of the time the long meeting, the serious meeting it was most...the meeting were not a serious meeting on site. It was just a focus but no most of the meeting were online and on site it was more casual talks at the office, not always meeting in a room at the office, for example.

Arthur: OK. And could you maybe explain how, how was she on our leadership point of view on the remote. Did she call you a lot ? Did you had chit chat? Did you?

Nick: Yeah, we of course had a bit of chitchat and if I was available, of course she would call me if necessary. And I would answer. But yeah, it was nice. It was a bit of both. So if she sees that I'm available. She could call me right away and but we had, of course meeting planned. But sometimes it was nice that she could just call me because my available, like green dot was on, so I was just answering and we were just calling and chatting on the on the work that has to be done. It was really nice.

Arthur: And so was she your first manager or?

Nick: No, not really. But I didn't have a lot of work experience with her. But I would say that she was one of the first manager. Maybe yes, because it was, it was one of my biggest work I had to do, and first work as well, but of course I had some other works within my finance team, but we worked a lot together and maybe she was one of the manager I worked the most with. And in in the first one is.

Arthur: So what kind of manager was she ? More like a coach or really a manager that gives you a tasks or somebody that trains you a bit. What? What was she? Her concrete role?

Nick: It was both, both manager as a as a coach and of course she would give me task and I don't see it as task, but I see it more as a goal that we have to achieve and I need to help her in in those goals because she can guide me. She can give me work that I'm able to do. So she was able to understand what's needed to be done and what's in that objective. I could myself achieve and help her with so that it was not work that I couldn't do because I was not knowledgeable on a specific topic. But sometimes she could also push me on some topic that I didn't really know well. So, this taught me a lot as well.

For both of a coach giving a lot of advice. Always. When I was asking for an advice, was always answering. Even sometimes the call would start only after 10 minutes because we were just chitchatting on some advice. So yes, really good, good coach and good manager as well,

Arthur: OK. Great, those two questions were more, well say one or more question. Now we're going to go very in detail for each specific emotional intelligence skills. So how would you describe your leaders level of self-management ? So how she perceive her own emotions?

Nick: Very good, I think. Because I think as a manager you have a lot of emotions and she was able to control the situation and to adapt to the situation. So self management. And you said?

Arthur: Self-awareness.

Nick: So just self-awareness.

Arthur: Her, recognizing her own emotions. So if she's stressed, she knows she's stressed or happy...

Nick: But it's difficult to say because I think she handles the stress pretty well, but is more self management, but self-awareness. I think that self-management is so, so good that I couldn't see if she was aware or not, because it looks like she's just managing. So probably self-awareness is good, but self-management is even better, so I couldn't really discover the self-awareness if she was aware of her emotions or not because the self-management was good. So, I would say self-awareness. I think she knows but she's able to.
Yeah, I'm sorry, but yes.

Arthur: So if I understand well, she never communicate about, OK, today I'm stressed or I'm in a hurry.
Or things like that.

Nick: Yeah, this she communicates. She says yes, I'm stressed, yes, I will have to work late, maybe stress, but yeah, she expressed that she was tired. She expressed that she was she was tired because she was working a lot, working late on different projects, plus the proposals. So we were working on the proposals together, so most of the time it's some work that you add on the other project. So yeah, indeed she was telling me that that she was a tired. She would always go for another hot chocolate to give her some boost. And she was working late, yes. So she realized that she was tired, she knew. Yes, she was set for work.

Arthur: OK, so I imagine when, when you say that she's going for a hot chocolate. Was this an experience on site or on a remote context?

Nick: Both I have a vision on remote, but I see her as well on site, going to the coffee machine like I do.

Arthur: OK and how different is she when you work on a remote context than on the on site context?

Is there? Is there any difference to you? Like communication?

Nick: I think we ... no communication is the same. Maybe a bit more of a ... when you're on site, you always have people around, so you'll always have a lot of people to say hello to, to talk about work. But when you're on call with her, it's nice because it's on one to one, so it's more focused on her and me and not something all around on site. So it's pretty good conversation when it's on one to one.

Arthur: And when you are on remote and yours call her, does she also say the same things about stress or being tired? Does she express the same, let's say emotional status ?

Nick: Yes.

Arthur: OK yeah. No that's fine.

OK. Now we're going to the next skills: self management. So you talked about how she communicates, how she, say, speaks about her self awareness. Now, how does she manage this? How does she, let's say, how do you estimate your mentor managing her, herself?

Nick: That's a question that is really hard to answer. I think when you're not a manager. Because everyone has different way to manage stress. So, it's difficult to say.

Arthur: If I've tried to express it, do you maybe think of a concrete example? For example you reach a milestone in in your project. Maybe it's, there is a celebration or there is a stressful situation. Maybe if you think of a concrete example, it could give some...

Nick: I don't. I don't know because after milestone you always have another milestone. So I would say that she would just go over the stress and yeah execute the task. Think about the task and what has to be done. And at some point you don't think about the stress anymore when you are deep into the task and deep into the meeting. You forget the stress and you just try to make it work.

So I don't see any... except this hot chocolate, like I would go for coffee, Marion would go for hot chocolate or for example, for me I would go for some M&M's. Yeah, I think it's just sometimes taking a break. She has kids as well, so I know that she would for example, on lunch or after work, go, go take her kids...Kids, I don't know how many she has, but, so she would just go take the kids and I think this would account for break. I don't know how many hours, eat with them and then after they are going to bed, she would work again. For example from 10 to midnight or to one. So I would say spending time with her family is maybe a maybe a thing.

Arthur: Did you ever experience... You talked about some meetings on sites with the clients. Was there not, say, one meeting where she was put into maybe a difficult situation or something put into a corner and I don't know if you can comment or not.

Nick: Yeah, I know, that I don't. Not that I know of, because she was always managing well. And she was also prepared so. It was in front of the client, it was not, there was no room for stress.

Arthur: OK. And how does, let's say, you, let's say, how do you as a senior mentor, it's a motivate you or gives you energy to do better to, let's say, exceed, exert work to, to make more effort? Does this influence how you work? Seeing your manager keep coping well with the situation with the stress?

Nick: Yes, but I'm wondering also if I want to have that amount of stress to myself. So, because you realize that this person is tired, is working late. So you ask yourself, do I want to, do I want the same? Do I really want to go through that as well? Because she gives a lot for Deloitte, for, the company and to win project and to make the projects go well over the years, so. Yes, but at what cost? Because I don't. Hopefully she's spending enough time with her family, sleeping enough, etc. So, honestly, I would, I wouldn't work, , I don't know, because I don't have yet that amount of project to manage and people to manage. So maybe it's really fun. Maybe she really likes to do it. But it's, it's a lot of, a lot of stress.

Arthur: So you would say that she's not, she's managing well, but she's not, let's say your role model of working for the future?

Nick: Not necessarily. She could be because she, the way, but I don't think we work exactly the same. She's super proactive, which I tend sometimes to be less. I think she works really well on her own as well, which I tend to be less sometimes working on my own. So I think it's, it's different. I think we worked great, but I don't. I don't know if it's, it's definitely an example, but if I had to take only one role model, it would not be this one because I, I just know we work well together, but we don't work same. We don't have the same type...

Arthur: the same attitude?

Nick: Yeah, attitude when working. Yeah,

Arthur: OK. That's fine. There's already a lot of information, it's, it's quite interesting.

Now we're going to the next skills: social awareness.

So how would you describe... or no, how does your leader Marion show that she can perceive, let's say, your, let's say change of emotion or the ones from the team? How does she communicate about this?

Nick: I think she... I don't remember that she communicates, but I know that she asks questions. So she asks question on how are you doing? Do you have time for this? And if you don't have time, of course she tries to find a solution. But. Yeah, she mainly asked questions.

Arthur: And OK. And it's not necessary with you, but do you let's say, have this...remember something that's not, no. Remember that she, let's say, ask a bit more about somebody that's maybe didn't seem so well or somebody that was very, very let's say happy that she let's say, try to understand more. Do you have an example?

Nick: No, no. This I don't have. I don't remember that.

Arthur: So you would say she's more, let's say, task oriented professional than let's say...

Nick: Yes.

Arthur: OK. And so, since she communicates. But she's not, let's say digging deeper into, let's say, your emotion status, how does this make makes you feel?

Nick: But I think it's not that she doesn't try to dig or not. It's that she's, as we said, task oriented. But if you talk with her, she will dig a little bit and you have to dig, but she's open to speak. So if you don't speak about life outside of work, she will not.

But if you start speaking about life of ... about outside life of work, I think she she's always there to, to talk with you and to answer and to communicate about how she how she feels. If she's tired or not. If she has a lot to do. So more task oriented, but you have to open the door, I would say.

Arthur: And, what, what does she do to make you feel that she's approachable? That that you can go talk to her if there is like...

Nick: By opening yourself first. Meaning yes, I'm tired.

Yes, I'm... I have a lot I think at some points when someone tells me that I try to dig a little more and to know, yes, what do you have else to do? What do you have to do after work or stuff like this? Just have to dig. But if a person opens the door, I try to open it a bit more. And then she would open as well.

Arthur: Yeah...

Nick: Good?

Arthur: Good. And let's say when, when she says that she's approachable, this is more a situation that occurs on site or on remote?

Nick: More on remote when we have a one-to-one meeting, it's easier remote. Definitely.

Arthur: Could you say this is due to what? Why is it easier on remote? Maybe the time or I don't know, location?

Nick: I don't know. Maybe she, she feels more, more relaxed at home, sitting behind the computer when you don't have everyone around, it's more really on one to one. And you relaxed. At work you always have people running around and asking you questions. So I think the remotes call really gives you a good, good relaxing atmosphere, that makes you opening up.

Arthur: OK. Last question on social awareness. You don't have to answer if you want, but did you, did you once approach her to talk about, let's say, just other stuff?

Nick: Yes, about my coaching, I needed to choose a new coach and so I asked her directly and we had a part of a call that was dedicated to that.

Arthur: And how did this discussion made you, let's say, feel? Let's say that that she takes time to talk about this? Because she's leader....So what?

Nick: Yes, she takes time if, if needed.

Arthur: And she realized that you, she takes time to, to help you with this. And. And how did you experience this, I mean, how...?

Nick: It was nice. It was really nice to see that you can count on her because of course it's a, it's a relationship that you have to build so. So, if we work together, I can help her with the task and I can help her with the Excel, but she can also help me with her knowledge and experience. So it was really nice that she could give me back as well.
A bit of time and a bit of knowledge and experience.

Arthur: OK, great. Now we're going to the last skills: relationship management.
So first of all, I have a question. So here are 5 pictures. Could you choose one or a combination of multiple, to, let's say, describe how you see Marion? Which picture does describe her the best?

Nick: That's... all the pictures are a bit negative in a sense. So I would say 5 because she can manage people, that is for sure and she can make people work great, discover each and everyone strengths and weakness. So that she can really articulate steam, and once she starts doing it, the team goes well.

All right. So yeah, I think, I think 5. She doesn't want to control people, but it's more articulating the team.

Arthur: OK. How can you maybe explain how she tries to build up the relationship with team member or with people from her team? What is she doing?

Nick: You don't have time to build a relationship when you start on a project because the project we're working on were proposals, so it's really short project. It's 2-3 weeks.
So I was always in contact with her because I was a bit typing on a kind of PMO role. But she couldn't get in contact with all the finance procurement leads. Not because it was it was impossible. So...

Arthur: And how long did you work with Marion?

Nick: I would say two months.

Arthur: Two months and... and throughout the two months, how did you...yeah, how did the relationship evolved?

Nick: At the end of the two months, I asked her the question my coach, who should I choose? And she helped me not to choose, but she gave me advice. So yeah, I think it's, a “donnant-donnant” how you say it in French. So if you help her. She will, she will help you back, because you have to, to deserve....I don't know that, that's more in my opinion, but I think in ,a in an environment like this one where you don't have time and you're always stressed, you cannot ask someone just to give you time like this. You have to build a relationship and if you can earn the trust of Marion, then she will definitely give you back the trust.

Arthur: OK. And do you...OK. Did she once manage to, let's say, motivate you in a task or finishing, an... I don't know finishing a project because you said she is goal oriented. Does she, let's say try to motivate you?

Nick: Not that I recall of. Maybe it was not necessary on those tasks. No, not really. Not really. No, not like swimming. Let's go. Let's do this. Not that emotional on that side, I would say,

Arthur: OK. Now, maybe two last questions, one on empathy. So how does your leader, let's say, try to support you or be empathetic with your or other team member? I don't know if you have some concrete example.

Nick: So basically, it starts with asking how are you doing in a meeting and how is your day. What are your plans for the for, for the upcoming days in the week? What are your plans for the weekend? Try to get to know more the person, what they like. Asking question about themselves, their family basically, just what they like to eat....Yeah, I think. And then it's goes into work and it's: How can I help you with you with your work? What? What can we do together? Do we... are we really involving the, the person? In discussing the ideas and asking open questions.

Arthur: OK. And were you in a difficult situation during this project with Marion?

Nick: No, never, it was time pressure a little bit, but the task we, we could achieve them. So no, no, no real difficulty situation we had. I would say at some point we really had the deadline, so we needed to keep on, going on the deadline, so we just worked a bit more a bit later, and, yeah, but still goal oriented. Focus on the work. What needs to be done will be done. How can we do it? Do we need more person on this? Voilà. Just sharing the work and then trying to, to give the task to the right people.

Arthur: And that's that's.... you have a deadline coming up and you had to work a bit more. What did she say of you working later or, or what did she say?

Nick: She didn't. She never asked me to work later. I was always there. But she didn't ask me to work late and so...

Arthur: But she saw that you were doing extra... I mean, you were working later....

Nick: Yes, yes.

Arthur: Did she comment on this?

Nick: No, no comments. No comments, but if she would be to comment, I would say, I'm not sure, I cannot recall exactly, but I would say that if she would be to, to comment and she would just say, OK, but you worked until 10 tonight. Try to rest a little bit tomorrow morning and take one or two hours. But this cannot happen unfortunately, when you have client work or,... but this is for proposal, so we have a deadline, but this is not client works so.... deadlines are kind of different. So we have to submit the proposal. It's not like the client has bought the project already and has paid the money, the work needs to be excEliset, of course, but sometimes some deadlines can be even more stressful when it's a client work for project that has been solved already. And we were working on proposals, so the project was not sold, we we had to, to make the client by the project. So it is, it's a bit different, but still when the deadline is tomorrow at lunch we, we need to, to work a bit more and it's a bit stressful. It was not stressful. It was more like handling the... handling work and...

Arthur: ...it was demanding

Nick: Yes, and making sure that it would be on time and to, to be done on time. I know that Marion needed to work a bit more sometimes.

Arthur: So it's a normal way of working on the proposal is always like this?

Nick: On proposal? Often yes. Except if you have a full team on the bench. But this doesn't happen a lot.

Arthur: OK. Thank you, a lot. Do you have maybe a closing word or something you have you want to add about, let's say the leadership of Marion?

Nick: I think she really can empower people and she, she... it's nice because she's task oriented, but if you try to dig with her a little bit with her, you can, you can really get to know her a bit better, so she's task oriented, but if you open the door, she will, she will come in.

Arthur: OK. Yeah. Thank you very much for taking the time.

Nick: Thank you.

Arthur. It helps me a lot for my thesis.

Interview Matilda –

Arthur : Hello Mathilda. Thank you for being with me and giving me the time for this interview. So my first question, I'm just going to fire this. How do you describe your general approach to leadership?

Matilda : Well, I would say something that I really liked. When I learned about being manager and so on, is the work around management. So you know management by being with your people, next to them, talking and exchanging. So my experience is, so far, not always that, because in Deloitte, as you know, we have sometimes remote products and I really see that as something more difficult to manage than when you have your team insights. I don't know if that answers to your question or if you more.

Arthur : And what does management let's say? What does evoke you? Does it management? Is it giving task to people? So just assigning task or to guide them or to be there all the time, what is your general approach?

Matilda : Steering them in the right direction towards a certain goal. Because if you are a manager, you will not be a manager for nothing. You will be a manager in the project or in your team. So you have an objective and those people in your team they are, they are there, I will say as a resource towards the subject just as you are. You are all of you, the manager and the team members or resources puts, for that objective. And then you have different rules for me as a manager. I will have the rule of steering others in the right direction. Making sure that he gets to the to the objective and the other ones will have different tasks, probably more granular. They are not required to have the same high level view. But for me you are more like a captain.

Arthur : It's also a nickname I from a football team or from a of.

Matilda : Yeah, something like that. That's a nickname I got from different project. I'm not, but I think those were footballers. So OK, great, that's good.

Arthur : So now. With coronavirus and changes in how we work, we do a lot of hybrid work. So sometimes we're on the remotes. We talk with people that are on remotes via video conferencing. And sometimes we are on site. How is it now your approach? How is it different on sites and on the remote context?

Matilda : Well, it's a bit hard to say because I was not a manager before COVID. I became a Team leader only after COVID in 2020, something I forgot to say about manage what management about is to protect people. Very important following that number one thing they do their thing and I take all the heat so that they can do their thing stress free as much as I can. So I protect them from a timeline point of view from a client point of view. If they have issues, they should be able to go to me freely and to shield them a bit so that they are, yeah, in the right zone to do their work.

Arthur : OK. Interesting.

Matilda : For me that's part of the captain.

Arthur : Yeah, OK.

Matilda : Yeah. So what's remote? The thing is here are taken, I don't really have this possibility. But normally, I tried to have dedicated time on site. So at least two or three days, I think it's fine to be removed. But you need to be able to connect, outside of the work. Of course not outside of the work environments, that's not required. But if you are only talking when you are working, you are never really actually establishing a relationship. You are only accomplishing tasks and that doesn't really help to know what is a person like, what are the issues to build trust because. You absolutely need to know when someone has an issue and if they don't trust you. If they don't feel comfortable with you, they will not reach out. They were just like, ah, I have my problem and wait for a few days before they tell you because you already blocked. I think it's really important people feel allowed to complain to you because then you will know issues way faster.

Arthur : And do you see a clear difference between, people you manage on site or abroad? Did you manage some people abroad?

Matilda : Yeah, I had team in in Spain. So for 2-3 years I had a team that was half of them were in Belgium, so coming to the office three times a week. The rest was at home and team in Belgium. They were working together in Belgium and we had, of course, working calls and we also had dedicated time during the week where we see each other, and I tried to make those relatively informal. So it's like every time I never come and say hi, let's work. It's hi. "How are you, Juan? I says hurricane, blah blah blah." And so we have a few minutes of chat, then we can get into the work. I never cut too short on the chitchats because that really makes everyone comfortable to reach out, and even just a BA. That has to ask to a manager. "Did you complete your timesheet," which is something that will happen if you're not comfortable. You will be like God, we really need to ask them. Always like, "hey, man, did you commit to your time?" Because I need it now.

Arthur : Very direct.

Matilda : It's really about getting to those free zones to talk.

Arthur: And so you do experience, when you don't really have those zones, that talking with people that are abroad is different?

Matilda : It's much harder. I'm trying to have that as well. So for example, here on Tecan we have Andre and Marius. If we are under too much pressure, we never have those chit chats doesn't work. But, tell a while it was easier because You just go and you say hi and then you chitchat for 10 minutes and then OK. You break the ice, Andrei. I've seen him a few times. That really helps.

Arthur : So there was the one questions and now we're going to dive a bit deeper in each of the different. So first of all, self-awareness. How would you describe yourself, your own self-awareness or your emotions of your mood swings.

Matilda : Think I'm actually fighter would have been. I also don't really hide it. I'm the same in and out of work so. I'm actually quite aware of my emotions.

Arthur : Can you tell an example that you have in mind? With a special situation that should be last week or one year ago.

Matilda : I could say that for example. Two weeks ago, I remember I was not feeling well because of outside of work. What is? Then I know I will not be smiley and I try, but OK, I I know I will not be. The full happy very actual person, that you can be when everything is going right, but that you cannot be everything. I don't know that's really insert.

Arthur : Yeah, I think that's very goods. Do you think that yourself awareness to your own emotion influence the interaction you have with people?

Matilda : I always wear my heart on my sleeve, so I'm very entire in my emotions in my way of talking and. I don't hide a lot. So it's not that I don't manage my emotions, but I also will not. I don't believe at all in the poker face. I don't believe that it's possible to have a different self at work. And I don't believe either that hiding everything is working for everyone every time. It can work for some people, but I'm not thinking that this should be the norm item.

Arthur : Do you thing that your self-awareness can sometimes motivate people to not to be like you, but to let's say you as a leader you sometimes set the example, would you say that you motivate them? When you set this example to do like you or to yeah. To be more aware of themselves about how they feel.

Matilda : Well, definitely the fact that team members feel comfortable coming to me and say “Ah I'm not feeling well at the moment because my mum has cancer” for example.

Instead of just saying “OK, I will not work today because it's really hard” It's really just a discussion “ what do you want me to do?” And I feel like it's much easier. Somehow you get more out of people because they will know that they are allowed to feel and not immediately shut down. And if you need to shut down your emotions and manage yourself in a return way that you imagine that it should be, then you will not be able to work and you will just think retreating yourself. But if you are allowed to feel, then maybe you can work around that.

I also had a team member who was very over dramatic all the time. No one reminded it was him because he was still doing his work. He was still. He was just doing it in a completely dramatic way. He would not have been able at all to stay very stern and at the moment he's on a project where everyone is very serious and he didn't have any time I see him. He's not feeling good.

Arthur : That's quite interesting.

Matilda : I also think it's important to be able to vent because you are working with clients. Of course, if you cannot complain to your colleague, to your manager, who can you complain to your home and your point of? But yeah, for sure. Sometimes people will tell you, “you are being emotional”, which I hate.

Arthur : I imagine. We go to the next one, that's **self-management**. You already addressed this. Would you perceive the importance of self-management in leadership? How do you see that? Do you think it's very important?

Matilda : I think it's important to recognize how it affects the people around you. But it's important they know how you are, so if they know that. You are dramatic, but doesn't mean that you will let everything go and be mad at someone. If they know that is how you are and that will not have a bad impact on the project or on themselves. Then it's fine. But it's important to be mindful of that, and it really should not impact the other people, just that.

Arthur : So if I'm clearly understanding, you say that it's important that a manager should know how to manage his emotions. If, for example, he's angry.

Matilda : Yes, you should know how to manage your emotions, for sure. But I think that's something you should be able to do in a society in any case, I'm not thinking that you should conceal them it's not necessary. To some extent, it's even welcome that you show your emotions. For example, let's say you have a BA or a consultant that has been working very hard on deliverable and because they are motivated because you ask them because they care for the team they worked in the evening, they worked even in the weekends and suddenly the client says. "We don't really need it, Let's scrap it." It's actually very positive that you show to the consultant that you are also frustrated with that. Because that would be terrible for them to think that no one cares. And if you also show, this is very frustrating and I know, and I'm also mad at them because they cancel that as well and it's impacting. So at least they feel validated in their own motion.

Arthur : Thank you for the example because that was my follow up question. But you already gave it.

Matilda : I got a message when I was a senior consultant. I had a call with a client that was regularly showing us she was not fair at all and she would cancel meetings because we had four slides instead of three, for example. And I remember during one of those meetings, she was yelling at my manager and saying things that were not fair. Like "ah, you write some TK, but here we use incoming post". That kind of stuff. So I'm someone that my face really shows my emotions all the time. You know me and I had the camera on and during the call my face was like really showing everything and I got a message from my one of my directors saying. That you're showing too much, but then after I had a debrief code with them and said. Sorry if I show too much. That was really not understandable for me. And I said actually we talked about it. We don't mind because it's better to show what we think and to show that what she does has an impact on us. Which in the end I stand by that.

Arthur: Thanks, I learned a lot. You already answered all the questions. So that's very good and we can continue with **social awareness**. How you perceive other emotions if they are happy or sad or yeah, any emotions ? How much would you say that you perceive the difference emotional status of other people, the mood swings ? How do you do?

Can you perceive them or is it harder for you to see it on other people's? Yeah, faces?

Matilda : I care a lot about it. I don't know if I'm really good at seeing it, but I care about it and I would ask if I notice something different. And I'm generally interested in the answer. For example, a few weeks ago Andre was pretty grumpy. I noticed. And then I asked to keep it. What is it about? Do you want to vent? Do you want to rant about something?

At least I know it. And in the end, I couldn't do anything about it, but the fact that he could really complain for 10 minutes about the client. He was less grumpy in the next days. But it's

not that I knew beforehand what was causing it.

Arthur : And how much do you do? You take time to address this issue with, for example, your BA? Do you say “oh, how do you feel today” or “I see that you're a bit stressed what's happening”. Do you communicate?

Matilda : I've tried. It's a bit harder when.... I try. It depends also on the level of stress that I'm under. So if I have really a lot and I'm under a lot of stress, it's much harder to extract yourself from your room pressure. Not that I don't care, but just time is lacking because we are in back-to-back calls. As you know. And quite often people are not on set. So it means an additional call. So it's not as effective as I would like to.

Arthur : Does this approach changes if you're on site or

Matilda : yeah

Arthur : Can you give an example ?

Matilda : The back to back call don't help understand the question.

Arthur : Do you have an example, when you compare onsite and remotes. That's on sites, you had this experience and a remote maybe the same or a different?

Matilda : For example, remote we have Karl. That's for a while, I was not seeing it even every week because we could have an onsite day with Dean. But Dean wouldn't come. So I wouldn't see Karl for a week or two. And then we will have maybe one or two calls really one to one because we have the daily, of course we have the course with the workshops. So we don't have, we don't need additional calls. But I found after a while that it was just not enough to see, OK, I knew we had the calls with Dean, so I was not worried. But for me it was not enough to really understand how we are feeling on projects. On site, it's much easier, because there's just the simple question. “Hey, Matilda, what about this? How do I do that? What's the issue?”

Arthur: You can perceive it. So would you say that's on the remote, you have to be extra sensitive to those issues or to do extra meetings.

Matilda : Yeah, you have to do extra meetings and I would say you have to even plan it in, not in your agenda, but in your mental agenda where in person it's more natural.

Arthur : And do you feel that recognizing emotions for other does help to increase the motivation of the people that you lead. Do you have maybe a small example or?

Matilda : I had developed it a while ago and I asked him to do a task that was really difficult, but he was capable of doing it. He was also really good so, I asked him to do it and it was very, very frustrating because he spent days, days, days, days on it was not working, but I was needing some time. I needed to have a solution pretty soon. At some point I know he was frustrated. But then we had a discussion about it. Just being able to explain that he's frustrated that he doesn't like to do that and that. He would really like that. Someone picks it up and then OK. Those are your frustrations. And then I addresses that I explained he didn't change anything for him because, in the end, yes, you are doing it. Yes you will do it by this time, because we need this and that for that client. You are the one to do it because this person is not available because certain that. But the fact that he could express his frustration and I could

answer in a calm and rational way. Then he could go back to work without the frustration, and that was more comfortable for him, and he finished it.

Arthur : Thanks, that's a perfect example. Now, I'll continue with **relationship management**. Let's say manage the relationship when you take into account emotions of everybody involved. Maybe you already answered a bit, but how do you maintain effective relationship with your BA with people that you lead?

Matilda : chitchat. Is that mostly? I try to be accountable for sure, and I try to be relatable as well. Personally I don't like when I see a leader that is unattainable. The kind of leader I like, someone who is relatable but also knows what he's doing. So if I can trusts in his own role. I don't need him to know my own tasks, but he needs to know his role before me. That's important that they see that if they ask me something, I will be accountable. But then it's they can also relate. For example, that developer be at some point we're sitting next to each other and he was failing at a task like his build was not committing. But and then I was explaining something to my client and I got an e-mail that, ah shit. Oh, you messed up too. Like, yeah, OK, I messed up at my level as well, OK. We both messed up. Let's go back to work. It helps when you see someone having flaws than when you don't see the flaws of someone. Even though I don't see that fail is a pursue. But if I see my own leader, someone that I liked a lot was Remi Collet, best leader, I have ever had. He was very, very human. He was considering a lot, of the team, but still very strict on the deadlines, still very like we were working for him, but he was good in maintaining the loyalty to him. And because of that, we were very efficient. She was not cutting us any tasks but then we started together, we didn't like each other at all.

Arthur : So you said that's yeah, in just recent what you said that's in a bit work. You need to make more effort to set up extra calls to make some chitchats and just saying for the. Yeah,

Matilda : I'm not saying that it needs to be a call about chitchat, but more call about how they feel in the moments and like more check in, yeah. But check in can be really about performance. I think it should not be only about performance, otherwise it's it brings something really over the heads that's not considered.

Arthur : Great. Now my last question is about **empathy**. How much do you think that empathy is playing a role in your leadership style? How do empathetic take would you say that you are in your role of leader?

Matilda : Empathy should be the basis. It's a bit harder remotely because when you don't know the person, it's just a name on the computer. It's much harder to just be patient and be understanding and to put yourself in their shoes. How do you even want to lead someone or a team? You don't have a party then they are just beyond stunning, how does that work?

Arthur : Do you recall a difficult situation for one of your BA and how did you react? Yeah, you already just spoke about the with the mom, OK?

Matilda : Someone has a really an issue with that will be matched to date, it't time for the service. For example, Marius had to leave the project because his daughter is very sick and they have to move to hospital. How can you not feel empathy towards him? I took him out, he said "I'm fine". You know what? Take the few days that you need, try to make the best for the two days that you will come back so we can plan a handover. But what do you want to say ?

You cannot not feel sorry.

Arthur : So it's quite important.

Matilda : If you don't, you are really weird.

Arthur : Then just last open question. Is there anything you want to add that pops into your mind about the relationship between emotional intelligence and leadership?

Maybe last word

Matilda : I would say it's not super well, so I don't know how much of the Deloitte style is emotional intelligence, but, sometimes I feel I'm too emotional. I don't feel personally tend to emotional. I don't feel like it, but I've been told by other people that were not my leaders that I was very emotional. But maybe them are not enough. Some people are some people are not. But that was not the Deloitte style to me to wear your heart on your sleeve. When I arrived it was not proceed. I think at all. It's just that since then I became a manager and it's always been well received by my teams, so I've decided if it works I will continue like that, yeah.

Just I cannot change.

Arthur : Great. Thank you for your time. Thank you for giving me all those precious information from my thesis.

Matilda : No problem.

Interview Benoît –

Arthur : Thank you for giving me the time I intend to give you. Those questions are all

oriented towards how Matilda is the leader, how she does leadership. So could you, describe quite briefly the leadership style of Matilda?

Benoît : If I knew it was this kind of question, maybe I will have prepared a bit. She's super engaging with the team. She's a very social person, so she really likes to connect with the team and be quite close with the team and get along. So well, she has this type of leadership, just a good friend helping you, I would say.

Arthur: So you said she's communicating a lot. How often does she do this?

Benoît: During our production, we had a daily stand up. So every day we had some checkpoints of some checkups of check insurance. So yeah, we communicate regularly. Yeah, she likes also to be in control. So actually yeah, she also likes to know what you are working on, which I can understand, of course. But yeah, so she likes to get to take control, to know what you're working on, to really dispatch your work. But then she also gives you a lot of liberty, so you know she will give you what you have to do, but then you do it. But yeah, still in her control, I would say.

Arthur: Ok. I will also ask a question about remote or on site differences. So do you see a difference or was there, let's say a difference between remote and on site leadership?

Benoît: Obviously I really prefer to work on site, of course, to directly connect with the person and talk to the person directly. But it's the same way that she's doing business, I guess. So we had our calls every day, it was because we worked also a lot with Spanish colleagues, so we were always doing our calls in Teams. To know what you really wanted to know.

Arthur: Yep. So when you work with Matilda, did you see a difference in her leadership or how you interacted with each other when you were on the remote or in person?

Benoît: No, it's the same. We start with a small chitchat, of course. First some chitchats, small talks. And then we start to, you know, talking about the work. So that's always the case in like what we will do the list and I do some jokes or just talking about weekends and stuff like that and then after that start talking about the work. And it was the same also in person and by Teams.

Arthur: OK. They were just, let's say, the warmup questions. So now I'm going to readdress specifically the self-awareness. How would you describe Mathild's level of self-awareness? Does she perceive emotions of others? Just perceiving, not acting on it.

Benoît: Of others or herself?

Arthur: No, of herself. Sorry.

Benoît: I think she's super aware of what she feels. She's quite smart in terms of emotional intelligence, so who knows? That already is one of her biggest qualities. I think she's super good in knowing her emotions. Yeah, that's for self-awareness. She knows, I would say. If you go to the next part, then I guess self-awareness is...

Arthur: Let's come back, so now we go straight on this. Do you maybe have a concrete example of her speaking out her emotion or acknowledging something that happened.

Benoît: Yeah, she's super transparent about that. Sometimes she will come and say: 'Yeah, I don't feel well today, I really don't feel well, I'm tired'. Like yeah, she really expresses her emotions with the team. So that's really not an issue. So, we know how she is. I know she really, always communicates her emotions to the team. And so yeah, that's why I also say that I think she really knows her emotions.

Arthur: And how would you say that the fact that she communicates about her emotion influenced the relationship or how you act around her?

Benoît: As I said, it's super nice because you really have the impression that it's not only your boss, your leader, and you have to do stuff for her. But it's really a member of the team and she also has feelings. And so, she has ups and downs and so it's super nice to know that she's a part of the team. So, working a bit more friendly with her.

Arthur: And once again, do have an example of maybe one day she comes to the office, and something happened, and she communicates about this? And then how did the rest of the day continue?

Benoît: Yes, examples of some personal issues that she has shared in her life. And then she was really not feeling well. And I remember that we discussed it during a coffee break. We had a chiller there and then I think at 2 or 3 pm we stopped working and we just discussed a bit more about her personal life and we went for a drink next to the client building. So really try to discuss the issue. So we had that already happen a few times.

Arthur: And did you experience working with her in a remote context?

Benoît: Yeah, sure.

Arthur: From Teams. And did something similar happen or how did this, let's say...

Benoît: Well, sometimes, when she doesn't feel well, she will just say to the team on Tuesday

“I'm not feeling well”, and she will just maybe take a half day off so that also happens. So she will just put a message “I'm out of office” saying that she will need to rest.

Arthur: But you did not have to, let's say, proximity of talking about it and going for a drink?

Benoît: No, of course not. Yeah, when it's on teams, once it's working remotely, you have less of this conversation. Even though actually, it already happened that we discussed the issue also on teams, but it's still less friendly, I will say. There was no drinks or something like that.

Arthur: Ok, it was interesting to say. And do you feel that's which is open about her feelings about everything? Do you feel more the same, motivated to do your work or to...?

Benoît: Yeah, I think it's, as I said, it's super nice to be totally transparent about your emotions. It's super nice, that you are aware of how she feels. And so yeah, I think that she's part of the team. On the other side, I also think that maybe leaders should also sometimes just don't say all their emotions. So if you if you don't feel well, maybe you should a bit hide it to the team and just make it as it's normal. On my side it doesn't. I really like to be also close with my managers and stuff like that. So it's really not an issue for me, but I think that, yeah, sometimes, in the team, it can be seen a bit like too much proximity. And yeah, sometimes you are here directly to work. We always say that Deloitte is a family. We are not a family, we are here to work and sometimes it can be a bit too much proximity to the shared. I'm not feeling well. I have that happening in my life, and sometimes it's super heavy and you're like, oh, what do I do with this information? My excuse maybe not be that it develops sometimes. Yeah. She will drop a bomb, and I will be like, OK. You want to know what to do with it? Yeah, yeah, yeah. I don't know what to do and you're like, OK. So yeah, some. Yeah. But it's also because I'm super close with Matilda now. She's really a friend, so I'm not sure she's doing that with every team members.

Arthur: Now we are going to the next skill. So **self-management**. How does Mathild process her emotions. How well do you think that she can manage herself, her emotions?

Benoît : It right the mid messages she knows how emotional. As I said, she's aware of her emotions. She knows how she feels, and she tries to contain it as much as she can as she can. But sometimes you can really see on her face when she's not happy or when she's super sad. Yeah, she's maybe not the best at containing emotions. You can really. Yeah, you can really. It's when she's not happy. When she yeah, when she's sad. Also, when she's super happy. Yeah, we always discuss bad stuff, but yeah, also there is also super good stuff. Sometimes it also sharing very, very good news and will also share drinks because it's super good news. But yeah, no, she tries. She knows that it doesn't have to be totally transparent with her emotions. Also, she must contain it sometimes, but I would love to see the best of doing that.

Arthur: OK. And taking this into account, how do you perceive your manager? How do you perceive Mathild? In the let's say leadership position. How do you perceive her as a lead?

Benoît: Mathild tries to really do the best I mean to manage her emotions. To try to contain it, but sometimes she of course shows them. She's quite also. A bit in an introvert, so she's not going to show it totally, but yeah, but she stress, as I said, to contain, to really try to, to not to not force to see it when it's super bad or something when she's really angry at me or someone. Like that, she will try to not show it on her face but you can really see it. Yeah, it is what it is. I would say, yeah, OK.

Arthur: Do you have in mind maybe one time where you face, a stressful situation and maybe explain it in in a few words, how she managed everything? On let's say an emotional point of view.

Benoît: Yeah, in the process we have different releases. You know you have a different medicine that you must reach for during the project. And yes, sometimes you need the validation of the client to go further on the development and sometimes the client can be sometimes a bit a pain in the ass or say it like that. And so yeah, you could really see something a bit stressed about the situation. But yeah, I think she really manages super well. She retraced through. As I said, I think that's a way to manage. It is really to try to have as much as much control that she can retry to manage the team; try to know what you're working on. Yeah, I would say she's a control freak. But she likes to read to have control of what's happening. And so that's how she manages her stressful situation. Just trying to take control.

Arthur: Yeah. Interesting and do you perceive a difference on the remote or on side context with her when she manages things. Is there a difference or not?

Benoît: No, but yeah, there is one that is remote here is one that is in person, but that's the only difference that I can see that there is one where you can talk to the person directly, but the way she speaks or the way we communicate, the way that we do business of our it's the same. If it's remote she's managing half of the team is in Spain and she sees them once a year. And yeah, she is doing well. And she's not managing different leaders. Spanish team and the Belgian team. I will just say that we are a bit, I mean it's not even true that we are closer than the Spanish team because she also have super good friends now with the Spanish colleagues. She's going once a year, also to Spain to see them and so actually no, don't see a big difference between. Actually, I love home working. I thought I love working in person, never doing. I am homework. I don't do homework in a lot like I go to the office five days a week. Almost. But to be honest, you know there's no concrete difference between.

Arthur: OK I'm going us to next skills, **social awareness**. Yeah, emotion of others. So how do you do you think that she perceives emotions of others?

Benoît: I think she's also quite good at doing that. Yes, she could feel that. And yeah, she would definitely address the situation, I really have the opportunity to do it. So yeah, she's also quite good at detecting the emotions of the people.

Arthur: And how did you feel when, for example, she felt something at your side? It was bad. Wrong. And how did you, let's say, do you see this acknowledgement of your emotions.

Benoît: That's one of her best qualities. I will say as a manager it's really that she actually tried to understand the team to really feel the team and yeah, it's super I feel super great that yeah, my manager really tries to understand how I feel. And yeah, each time that it happens, it doesn't happen a lot of time at Deloitte, but each time that the manager comes to me and say, hey, I really have the impression that you're tired today. It really feels super good. It's super nice to see that.

Arthur: Is this awareness of other people's emotions? Does that also let's say you said that you have a team in Spain. Does she have the same approach to this?

Benoît: I think on that side it's more difficult to really sense the emotions of the people on teams. So yeah, when you were talking about managing style, that's for sure. I think it's more or less the same, but for sensing the emotions, I really think that's her. Yeah, indeed. Being with the person makes the difference, so you don't see the same thing on teams than in person for sure. Even though it also happens that yeah, I'm doing calls with my children, she will see that I was super tired and she'll directly also address the situation so she says I can do it also remotely. But I will say that it's still easier and it's easier to detect stuff when you are in person. OK, great. And especially if I don't put the camera which I hate but she always ask me to put the camera on. So that's also something that, yeah, also helps you. Yeah, it's quite for me. It's super annoying. I hate putting my camera for nothing, but yeah, she will always, always ask people to put their camera on for each meeting. So that also helps to understand a little bit the emotions of people, I guess.

Arthur: OK. And you were talking just before about, let's say, yeah, she recognized that you're tired or I don't know. Does she directly address how this makes you feel? Is it more like you're motivated by what she say or how is it?

Yeah, it feels good. It's super nice. Motivate. Motivating. I'm not sure, but it's just nice to know that your leader is caring about you and she knows that you are not doing well. So, I'm not sure that will say that I'm more proactive but it will just give me maybe more the motivation to do an extra mile when needed so. And I know that this person care about me, so I'll try to not disappoint this person. So that's why I will try to work more.
For her with her?

Arthur: Now we go to the last skills which is ? So, how does she say manage the relationship as a leader? How does she ensure that there is still , not a connection but a link between each of the team member or link with you and the team.

Benoît: Well, we had to be. We were quite really close on this team. It was super nice. We tried to organize always team buildings, drinks. Together to just discuss and we're organizing also Place du Luxembourg for after work. That's how you really build connection

with the team. And yeah, I think we were getting along quite well. There might have been some arguments I will say, but for some reason actually may be because no, but yeah. But globally, yes, it's nice.

Arthur: So, we've seen that you were relatively close. How close was she with the team that was on remote, the Spanish team would say make. What's the difference?

Benoît: I think she was still close also with the Spanish team maybe less for the ones in Belgium because we see each other directly in person. We are doing after works and stuff like that. So yeah, of course you cannot build the same connection with people that you see once a year but still I really think that she cared about. The Spanish team and also the Portuguese.

Arthur: Well, what did you do to make them feel part of the team?

Benoît: Yeah, we were organizing, for example, teams, you know. What was it called? Musical Friday. So, we will nominate someone in the team and you'll ask the person to choose one song that you would like to share with the rest of the team. And then you would give a team and then the other person can also share their music. So yeah, one team will listen to the music

Arthur: Did you listen to the music?

Benoît: For me I couldn't care less about that but I guess that gives a sense of connection to the team that's working on remote. So abroad we also like had a memes Friday. So, every Friday we'll share a template of a meme and then everybody will have to put a nice tagline on the meme. And then we will vote for the best tagline,

Arthur: How would you describe best let's say Matilda's approach or your relationship with her?

Benoît: Really close with that team members and stuff like that, but there is a bit of one like she likes to control. As I said, she likes to see what you're doing and stuff like that. So I go for 4 & 1.

Arthur: Do you feel like you want to follow in her footsteps? You know the way she's managing you say it's a kind of approach that you would like to do, or maybe not for relationship management ? How she is dealing with people because she builds relationships.

Benoît: I also have the same type of leadership to be close with my team members and that's how you make that is how work is done. So yeah, globally, I will say yes, that's a good

leadership style that I would like to also have but yeah, maybe as I said she shows too much her emotions is maybe not the best idea. I really think also that a leader should be a bit more distant from the team. Trying to be super close friend and super friendly with the team. Of course, but still I think that even if you're feeling super bad you should not put that in the hands of your team.

Saying that I'm feeling good about reading the team. If you really want to be a super good leader, you try to be a bit less transparent. Even if your emotions went bad. Actually, you shouldn't. be too transparent, and more stable in terms of emotions, I would say. But in. Yeah, that's yeah. That's why your emotions. But in terms of dealing with the emotions of others that are really are really follow the style of Mathild we try to address the situation. Try to really see how the person is doing and try to get to really tackle the situation.

Arthur: Any closing words, if you have time one word or two. I don't know on leadership. I mean, with Matilda, of course. No, just.

Benoît: Super nice working with her. Super nice experience. I learned a lot. Yeah. Now she's really a friend. So, she's one of the persons that I'm really getting along at Deloitte. So yeah, I guess that very good work. As a manager we successfully. Have delivered the project and yeah, she kept a very good relationship with team members who I guess that she's doing unit well.

Arthur: OK, perfect. Thank you for your time and helping me doing my teams. You're more than welcome.