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MASTER'S THESIS

*Emocinis intelektas kaip pagrindinė lyderio
savybė: Danske Banko atvejis*

*Emotional Intelligence as an essential skill for
the Leader: case study of Danske bank*

Supervisor: Dr. Birutė Miškinienė

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SUMMARY

VILNIUS UNIVERSITY BUSINESS SCHOOL
INTERNATIONAL PROJECT MANAGEMENT PROGRAMME
STUDENT EGLÈ GRIMALÈ
EMOTIONAL INTELLIGENCE AS AN ESSENTIAL SKILL FOR THE LEADER: CASE
STUDY OF DANSKE BANK

MA thesis supervisor – Dr. Birutė Miškinienė

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Thesis Description. The thesis investigates the pivotal role of emotional intelligence (EI) in leadership within the banking sector, with a specific focus on Danske Bank. It delves into the impact of EI on leadership effectiveness, team dynamics and overall organizational success in the rapidly evolving banking industry. The study recognizes the increasing importance of EI in responding to challenges related to employee well-being, and the shift towards soft skills in project management and leadership.

Aim and Objectives: The central aim of the thesis is to provide new insights into the relationship between emotional intelligence and leadership styles at Danske Bank. The study sets out to:

- Critically analyse the literature surrounding the importance of EI, particularly its effect on leadership styles.
- Explore the ties between EI and different leadership styles, assessing the applicability of Goleman's dynamic model, simplified by Boyatzis, in contrasting leadership styles in Lithuania and Scandinavia.
- Examine the differences or similarities in EI application between Lithuanian and Scandinavian leaders, especially in the context of creating a conducive work environment for teams.

Methodology and Results. The research adopted a qualitative approach, conducting semi-structured interviews with leaders from various levels in Danske Bank, both in the Nordic countries and Lithuania. The findings revealed a strong prevalence of transformational leadership style across both regions, characterized by high levels of EI. Leaders demonstrated competencies in self-awareness, self-management, social awareness, and social skills. The interviews also suggested that while cultural differences in leadership styles were expected, both Lithuanian and Scandinavian leaders displayed similar levels of EI proficiency, indicating a uniform approach to EI across the organization.

Conclusions. The thesis concludes that emotional intelligence is integral to effective leadership at Danske Bank, with leaders from both Lithuania and Scandinavia exhibiting transformational leadership qualities underpinned by strong EI. The study suggests expanding research to include employee perspectives on EI, highlighting the need for continuous development of EI initiatives and incorporating cross-cultural perspectives in leadership training. The findings contribute to a broader understanding of EI's role in leadership within the banking sector and offer actionable insights for Danske Bank in fostering a collaborative and high-performing work environment where EI plays a central role.

SANTRAUKA

VILNIAUS UNIVERSITETO VERSLO MOKYKLA
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Darbo aprašas. Magistro baigiamasis darbas nagrinėja emocinio intelekto reikšmę bankininkystės sektoriuje, ypatingą dėmesį skiriant lyderystės stiliams Danske banke. Tyrimo aktualumas kyla iš emocinio intelekto įtakos organizacijos veiklos efektyvumui ir darbuotojų gerbūviui, ypač akcentuojant greitai kintančią bankininkystės aplinką.

Atsižvelgiant į tai, kad šios srities tyrimai vis dar nėra plačiai paplitę, darbe pasirinktas kokybinis tyrimo metodas, remiantis giluminiais interviu su įvairių lygių vadovais ir projektų vadovais iš Skandinavijos ir Lietuvos. Darbas koncentruojasi į emocinio intelekto poveikį lyderystės efektyvumui, komandos dinamikai, darbuotojų įsitraukimui ir bendrai organizacijos sėkmei. Ypatingas dėmesys skiriamas emocinio intelekto įtakai skirtinguose kultūriniuose kontekstuose – tarp Skandinaviškų ir Lietuvos vadovų remiantis Golemano dinaminio modeliu, kurį supaprastino Boyatzis, siekiant nustatyti, ar jis labiau būdingas Lietuvos ar Skandinavijos šalių lyderystės stiliams.

Darbo struktūra apima literatūros apžvalgą, tyrimo metodologiją, tyrimo rezultatus, išvadas ir rekomendacijas. Pirmoje dalyje pateikiama emocinio intelekto ir jo modelių teorija, antroje - lyderystės stilių ir Danske banko analizė. Trečioji dalis skirta Lietuvos ir Skandinavijos šalių vadovų perspektyvų aptarimui remiantis interviu tyrimu.

Tikslas ir uždaviniai. Magistro darbas siekia pateikti naujas įžvalgas apie emocinio intelekto ir lyderystės stilių sąsajas Danske Banke. Taip pat prisidėti prie geresnio supratimo

apie kultūrinių kontekstų įtaką emocinio intelekto veiksmingumui komandose, suteikiant Danske Bankui ir kitoms organizacijoms naudingų įžvalgų ir rekomendacijų.

- Kritiškai išanalizuoti literatūrą apie EI svarbą, ypač jos įtaką lyderystės stiliams.
- Ištirti EI ir įvairių lyderystės stilių ryšius, įvertinant Golemano dinaminio modelio, kurį supaprastino Boyatzis, taikymą lyginant Lietuvos ir Skandinavijos lyderystės stilius.
- Nustatyti, ar yra skirtumų/panašumų tarp Lietuvos ir Skandinavijos lyderių EI taikymo, ypač kuriant palankią darbo aplinką komandoms.

Metodologija ir rezultatai. Tyrimas buvo atliktas taikant kokybinį metodą, vykdant pusiau struktūrizuotus interviu su įvairių lygių Danske Banko vadovais tiek Šiaurės šalyse, tiek Lietuvoje. Rezultatai parodė, kad tiek Lietuvos, tiek Skandinavijos vadovai dažniausiai taiko transformacinį lyderystės stilių, pasižymintį aukštu EI lygiu. Vadovai demonstravo gebėjimus savimonės, savivaldos, socialinio suvokimo ir socialinių įgūdžių srityse. Interviu taip pat atskleidė, kad, nors buvo tikimasi kultūrinių skirtumų tarp lyderystės stilių, tiek Lietuvos, tiek Skandinavijos vadovai rodė panašų EI gebėjimų lygį, rodydami vienodą požiūrį į EI visoje organizacijoje.

Išvados. Darbas daro išvadą, kad emocinis intelektas yra neatsiejama efektyvios lyderystės dalis Danske banke, o tiek Lietuvos, tiek Skandinavijos vadovai demonstruoja transformacinio lyderystės stiliaus savybes, pagrįstas stipriu EI. Studija siūlo išplėsti tyrimus, įtraukiant darbuotojų požiūrį į EI, pabrėžiant būtinybę nuolat tobulinti EI iniciatyvas ir įtraukti įvairia kultūrinius aspektus į lyderystės mokymus. Šie išsamūs sprendimai yra svarbūs, siekiant skatinti bendradarbiavimą, emocinį intelektą ir įtraukiančią darbo aplinką Danske banke.

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LIST OF ABBREVIATIONS

APM - Association for Project Management

EI - Emotional intelligence

GLOBE - Global Leadership and Organizational Behavior Effectiveness Program

ISSP - International Social Survey Program (ISSP)

LIST OF DEFINITIONS

Emotional intelligence - The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.

Leadership - a process whereby an individual influences a group of individuals to achieve a common goal.

Scandinavian (Nordic) - Scandinavia is a Northern European region made up of the countries of Sweden, Denmark, and Norway, but broadly speaking sometimes also Finland, Iceland, and the Faroe Islands. The Nordic region is the broader Scandinavian region plus Greenland, Jan Mayen Island, and Svalbard. In this thesis both terms will be used to represent a cluster of countries: Denmark, Finland, Sweden and Norway.

INTRODUCTION

Emotional intelligence has been a subject of growing interest and research in the banking sector over the past few decades. As organizations, including banks, have recognized the importance of effective leadership and workforce dynamics, emotional intelligence has emerged as a key factor influencing individual and organizational performance.

Studies in the banking sector have explored various aspects of emotional intelligence, such as its impact on leadership effectiveness, team dynamics, employee engagement, customer service, and overall organizational success. The banking industry's fast-paced and competitive nature, coupled with the increasing emphasis on customer satisfaction and employee well-being, has motivated researchers to dig deeper into understanding the role of emotional intelligence in this sector.

However, the extent of research on emotional intelligence in the banking sector may still vary across different regions and organizations. Overall, emotional intelligence is an evolving area of study in the banking sector, and its significance is likely to continue growing as organizations seek to optimize leadership effectiveness, foster positive work cultures, and achieve sustainable success in a competitive financial landscape.

In addition, it would be hard to disagree that the idea of delivering on time, on budget, and to the desired quality is a goal of project-based organizations. However, in the rapidly evolving technological times the key to succeed with the project is no longer the hard skills, but the soft skills rapidly evolving as well. What is going to distinguish a company, a project team, the deliverables? Not necessarily the technology anymore. It will be the ability to provide the correct project environment that will allow team members to be motivated and use their potential. To maximize the environmental effects, it is necessary to raise EI. According to Casper, C. M (2002) today's workforce has very different needs relating to fulfilment and values. Leadership must understand and accommodate for these differences, if done well, the result should be enhanced performance.

Also, Artificial Intelligence is having a significant impact nowadays and its constantly evolving, so the human potential is becoming under the radar. Emotionally intelligent leaders are a core of any company to motivate and inspire people to achieve the goals and adapt to rapidly changing business environment.

Danske bank is a leading financial institution in Scandinavia, particularly in Denmark. In Lithuania Danske Bank LT has been recognized as a top employer in 2023. Being a reputable

employer, it has the obligation to put efforts into making sure that the workplace is putting efforts to develop its employees.

The problem: the relationship between emotional intelligence and leadership is complex and not fully understood yet. However, the research suggests that emotionally intelligent leaders tend to improve organizational performance, attract, and retain top talent and create more positive working environment. That is why it is important to examine these hypotheses. Effective teamwork and collaboration are pivotal for project success in modern organizations like Danske Bank. Especially now, as Danske bank has announced its strategy Forward'28 on June, 7th. Which will require massive efforts to succeed in implementing it.

As the organization is spread between Denmark, Norway, Sweden, Finland (grouping as Scandinavian or Nordics for the similarity of the region) and Lithuania. The working style is hybrid and cross-cultural due to different locations. Lithuania and Scandinavian working culture has some differences it is interesting to examine the emotional intelligence impact to both of them. Based on that, **the problem statement:** to investigate the differences or similarities between Scandinavian and Lithuanian leadership styles through the lens of emotional intelligence.

Significance: overall, this Master thesis seeks to bridge the knowledge gap on the correlation of emotional intelligence and its impact on team dynamics, while providing Danske Bank with evidence-based insights to cultivate a collaborative and high-performing work environment where emotional intelligence should play a key role. Additionally, the cross-regional comparison will contribute to a deeper understanding of how cultural contexts may impact the effectiveness of EI-driven teamwork, leading to better-informed leadership practices and project management strategies within the organization.

The aim of the thesis is to provide new insights into the relationship between emotional intelligence impact on leadership styles in Danske bank.

As the case study focuses on Danske Bank, the organizational structure will be further explained in deep dives, as it is crucial to comprehend the company's operational framework in order to understand how the leadership works. This research will be focused on the below mentioned **objectives:**

1. To **provide** a critical analysis of the literature about the importance of the soft skills with the full focus on emotional intelligence and its affect to leadership styles.
2. To analyse the ties of emotional intelligence and different leadership styles.

3. To **investigate and analyse** Goleman's dynamic model (1995-2001) simplified by Boyatzis and **determine** if it is more prominent in Lithuania versus Scandinavian leadership styles.
4. To **identify** if there is a difference between Lithuanian versus Scandinavian leadership styles in terms of emotional intelligence for creating better working environment for the teams to perform.

Research methodology: as the topics of emotional intelligence in banking sector is relatively not researched that well the chosen methodology will be Qualitative interviews. The research will contribute to a deeper understanding of how emotional intelligence influences leadership practices in the banking sector during the rapid technological advancements. The case study will focus on Danske Bank, a leading financial institution, and its leadership team.

Research methods: theoretical part of the topic was gathered using primary and secondary sources. In the first theory part, the analysis of the literature on emotional intelligence was gathered, to understand and explain the concept itself. Also, different models were explained as well. The second part was about the leadership concepts and Danske bank. The empirical research of Master Thesis was performed, by interviewing 12 different level leaders and Project managers in the Nordics and Lithuania.

Table 1: Research Informants (intro)

Role	Lithuanian	Nordics	Number of years working in Danske bank	Number of subordinates
L3 level leaders (Department Heads)	1	1	0-3/ 3-5/ 5-above	Up to 15-above
L4 level leaders (Team Leads)	2	2	0-3/ 3-5/ 5-above	Up to 5-15
Project managers	3	3	0-3/ 3-5/ 5-above	Up to 0-5

Source: created by author

Furthermore, the emotional intelligence is complex subject widely researched on many different aspects, for this reason the research will have limited scope. It's important to note that emotional intelligence is a complex construct, and no single assessment can fully capture all its aspects. Different assessments focus on different aspects of emotional intelligence, such as self-awareness, self-regulation, empathy, and social skills. When measuring emotional intelligence, a combination of approaches may provide a more comprehensive understanding. This Master thesis may offer a new insight on the connection of emotional intelligence and leadership for the benefit of the teamwork/performance (employee engagement).

The structure of the thesis. The framework of the thesis is divided into literature review, research methodology part, research results, conclusions and recommendations, including the limitations of the study and implications for further research. The first chapter concentrates on providing the theory on the emotional intelligence and its models. The second is dedicated to reflect of leadership styles in Danske bank. Third is to reflect on the differences: LT versus Nordics perspective and what influences that based on the research. The forth is dedicated to the research findings and conclusions with recommendations.

Keywords. Emotional intelligence, Leadership styles, Scandinavian (Nordic) leadership style, Lithuanian leadership style, performance, engagement, project management.

1. EMOTIONAL INTELLIGENCE

The prevailing perspective in research literature suggests that while intellectual intelligence is crucial for achieving high performance, emotional intelligence drives individuals toward even greater progress. Is Emotional Intelligence just a soft skill and not so relevant as a hard skillset like technical capabilities for the professional success? According to Wilcox L. (2015) evidence suggests quite the opposite: that high emotional intelligence (EI) is a stronger predictor of success. In fact, high EI bolsters the hard skills, helping us think more creatively about how best to leverage the technical chops. Emotional intelligence - the ability to, for instance, understand your effect on others and manage yourself accordingly - accounts for nearly 90 percent of what moves people up the ladder when IQ and technical skills are roughly similar (Goleman, 2004). Also, Emotional intelligence increases corporate performance for a number of reasons: the most important is the ability of managers and leaders to inspire discretionary effort - the extent to which employees and team members go above and beyond the call of duty (Wilcox L. 2015).

Furthermore, quoting Baesu & Bejinaru (2015) „as emotional qualities create a precise value added, their deficit has a high price.. a company’s climate, how people feel, is responsible for 20% - 30% of business performance... And the climate is determined at a rate of 50%–70% by one person: the leader.’’ As a result, the concept of emotional intelligence remains relevant in the field of leadership studies. However, according to El Khatib, M., Almtteiri, M. and Al Qasemi, S. (2021) the scholarly society has failed to agree on a single definition mainly because emotional intelligence occurs in different contexts. In the subsequent sections, the perception of Emotional Intelligence will be explored through diverse theoretical frameworks and models. Additionally, a detailed analysis of the chronological evolution of this concept will be presented, highlighting its transformative trajectory over time.

1.1 Theoretical Foundations and Contextualization of Emotional Intelligence: Definitions and Historical Background

Scholarly study and internal inquiries at the forefront of the twentieth century emphasized the critical importance of investments in human capital and human phenomena. This pattern has continued uninterrupted into the twenty-first century. The main factor that leads the organization to success in effective human resources practices relies heavily on the

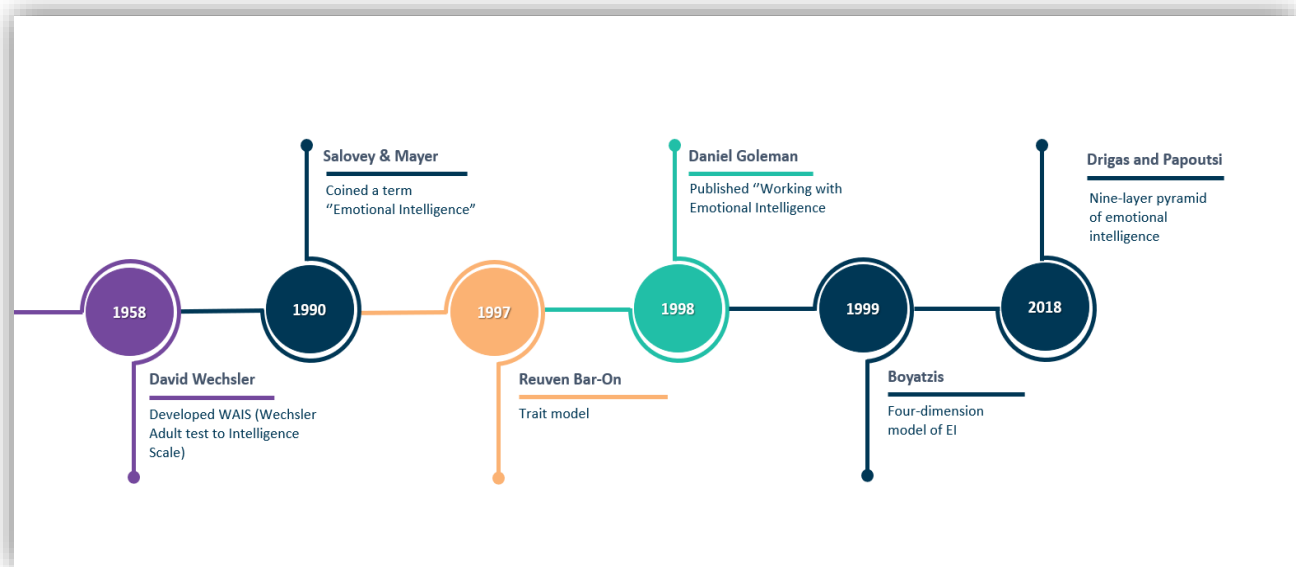
human element (Adiguzel & Uygun, 2020). Emotional Intelligence is defined by Goleman, a notable academic in the topic, as - “The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (Goleman, 1998 as cited in Vijayakumar, 2022). Emotional Intelligence is essentially the skillful management of our emotional states.

The achievement of organizational goals is dependent on the nuanced relationships between employees and leaders, which are supported by their levels of emotional intelligence. Employee productivity increases when adequate levels of communication are established between managers and employees. Furthermore, as Adiguzel and Uygun (2020) point out, effective communication generates increased employee loyalty and trust in their respective organizations.

According to the research literature, while intellectual intelligence is required for great performance, emotional intelligence allows individuals to advance even further. Another definition of concept of emotional intelligence (EI) is defined as the “ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth” (Mayer & Salovey, 1997).

In particular, Lahin (2016) emphasized the crucial role of emotional intelligence requiring significant interpersonal interactions. Project management, given its requirement to lead teams and facilitate communication between the project team and sponsors, can be viewed as a venture deeply rooted in significant interpersonal relationships. The subsequent section will delve into an exploration of the most important authors' models and theories of Emotional Intelligence up to the present day, as in Figure 1.

Figure 1: Chronological timeline about EI concepts and authors



Source: created by author based on the literature review

1.2 Theoretical Frameworks and Models of Emotional Intelligence

The starting point in the academic literature of Emotional intelligence is David Wechsler (1950), who emphasized, “general intelligence cannot be equated with intellectual ability, but must be regarded as a manifestation of the personality as a whole” (cited in Kaufman & Kaufman, 2001). Later, Salovey and Mayer (1990) were the pioneering scholars who initially conceptualized emotional intelligence as “the capacity to observe and comprehend one's own and others' emotions, distinguish between them, and utilize this information to inform one's thoughts and behaviors.” Subsequently, Mayer et al. (2008) further refined this definition, asserting that emotional intelligence constitutes a collection of skills rather than merely a cluster of positive attributes.

Looking further, the most prominent model is based on Goleman, emotional intelligence refers to an individual's capacity to recognize, feel, and deal with emotions (Hess & Bacigalupo, 2013). Best-selling books and most downloaded articles by Goleman (1995, 1996, 1998; Goleman et al. 2001) have driven the popularization of emotional intelligence. Goleman's (1998) broad remark that “IQ and technical skills are crucial, but emotional intelligence is the sine qua non of leadership” is one element contributing to its widespread adoption. In other words, Goleman asserted that emotional intelligence is a necessary individual trait for effective leadership. To elaborate, Goleman (1998) identified several

aspects of emotional intelligence in the workplace, such as self-regulation, empathy, and social skills, to support his theoretical (and non-empirical) rationale for his argument that emotional intelligence is more important than general cognitive ability/intelligence (as cited in Hsu et al., 2022).

Boyatzis et al. revised Goleman's five-dimensional mixed model in 1999 to four dimensions or constructs (self-awareness, self-management, social awareness, and social skills) to incorporate the entire range of emotional abilities (Ansari, H., & Kumar, R. 2022). The following themes will be expanded upon:

1. Knowing one's internal states, strengths, limitations, preferences, resources, and intuitions, as well as recognizing their influence on others while using gut feelings to guide decisions, constitutes **self-awareness**. This component includes emotional awareness, self-assessment, and confidence abilities;
2. **Self-management** entails controlling one's disruptive emotions, impulses, and resources in order to attain one's goal;
3. Awareness of others' emotions, sentiments, needs, and fears is referred to as **social awareness**;
4. **Social skills** are the fundamental abilities required in interpersonal relationships. They require flexibility in order to generate desirable responses from others (Ansari, H. & Kumar, R. 2022).

Empirically, emotional intelligence (EI) has been conceptualized and assessed through two primary approaches (Mayer et al., 2000): (a) ability EI, and (b) mixed EI. Ability EI is characterized as the capacity to comprehend and apply emotions and emotional knowledge to enhance cognitive processes (Mayer et al., 2008). In contrast, mixed EI is defined in broader terms, encompassing noncognitive abilities or skills (Baron, 1997), socially or emotionally intelligent behaviors (Bar-On, 2004), and emotion-related personality traits (Petrides and Furnham, 2003). Critiques of EI have predominantly centered on mixed EI due to its expansive definition, often described as a miscellaneous collection of non-cognitive abilities (Joseph and Newman, 2010, p. 72; Murphy, 2006). Additionally, mixed EI has faced scrutiny for its lack of distinctiveness from personality traits (De Raad, 2005 in Lievens & Chan, 2017).

Recent meta-analyses reveal that mixed EI overlaps substantially with various established traits such as ability EI, self-efficacy, self-rated performance, conscientiousness, emotional stability, extraversion, and general mental ability (Joseph et al., 2015). Conversely, ability EI has been advocated for its precise theoretical framework and is considered the most

viable avenue for future exploration (Daus & Ashkanasy, 2005). Supporting this, MacCann et al. (2014) empirically demonstrated that ability EI aligns cohesively within the overall hierarchy of human cognitive abilities, representing “the expression of intelligence in the emotion domain”. The Four-Branch Model of EI (Mayer and Salovey, 1997; Salovey and Mayer, 1990) divides EI abilities into four categories: accurately perceiving emotions, using emotions to improve cognitive processes, comprehending emotions, and regulating emotions. Because of its strong conceptualization as a component of genuine intelligence, this study focuses solely on ability EI, employing performance-based measures consisting of right-wrong and multiple-choice formats that are administered directly to the leaders.

Miles and Scott (2019) explored Goleman's model (1997) in the context of emotional intelligence, clarifying its five key dimensions. To begin, **self-regulation** enables leaders to maintain their composure by avoiding verbal attacks, stereotypes, rash decisions, and compromising their values. Control and professionalism are enhanced by this mastery. Second, **self-awareness** fosters an in-depth understanding of one's own strengths and weaknesses, promoting humility among leaders. Leaders are **motivated** to achieve their objectives, resulting in consistent high-quality output. **Empathy** enables leaders to nurture team members, address unfairness, listen to concerns sympathetically, and provide constructive feedback. Finally, sharp **social skills** facilitate effective communication, which is essential for leaders. According to Santandreu et al. (2016), embodying these dimensions not only provides gratification but also creates diligence in goal pursuit, assists in coping with emotional challenges, and improves interpersonal relationships.

Building on the foundation laid by Miles and Scott (2019) regarding the essential dimensions of emotional intelligence, the Bar-On Theory further enriches our understanding. This theory comprises two fundamental components: the conceptualization part and the psychometric part. The conceptualization aspect delineates emotional intelligence as a construct rooted in a network of interrelated behaviours stemming from an individual's emotional and social competencies (Kanesan & Fauzan, 2019). These competencies profoundly influence one's conduct and professional performance. In parallel, the psychometric part employs a nuanced measurement approach, evaluating emotional intelligence across five scales: self-expression, self-perception, decision-making, interpersonal skills, and stress management (Kanesan & Fauzan, 2019).

Just as Goleman's theory elucidates the cognitive and behavioural dynamics shaping leader's perceptions, the Bar-On Model provides a structured framework for comprehending how employees perceive organizational leaders. The synergy between these theories is evident

in their shared components, facilitating a comprehensive analysis of patterns in employee perceptions of leadership dynamics (Gransberry, 2021). This intersection highlights the complicated interactions of emotional intelligence dimensions, providing valuable insights into the complex dynamics of leadership effectiveness within organizations. The Drigas and Papoutsi (2018) introduced 9-layered model of emotional intelligence (EI) by presenting a pyramid structure, suggesting a gradual development to reach the top of EI. This model is based on an emotional-cognitive approach, emphasizing the process of gaining emotional intelligence through distinct stages. According to the authors, each layer represents a progressive step in developing emotional intelligence, contributing to a comprehensive understanding of EI's nature and development (Drigas & Papoutsi, 2018)

However, in the practical part of the thesis Boyatzis' model may be more suitable for research on emotional intelligence in a specific context like Danske Bank. It's important to consider that Boyatzis' model is widely recognized for its practical application in organizational settings, focusing on competencies related to emotional intelligence in the workplace. This model's emphasis on real-world applicability and specific competencies may align better with the practical and operational needs of a corporate environment like Danske Bank.

The empirical and theoretical linkage between Emotional Intelligence (EI) and leadership has been supported by various scholars. For instance, Karasneh and Al Momani (2019) conducted a study affirming this relationship, and a comprehensive review by Kim and Kim (2017) of 20 empirical studies yielded consistent empirical support for the association between EI and Transformational Leadership (TL). Similarly, Foster and Roche (2014) delved into the correlation between EI and TL, concluding that a positive relationship exists between emotional intelligence and effective leadership practices. The upcoming chapter will delve deeper into the interplay between emotional intelligence and leadership within the specific context of Danske Bank.

2. EMOTIONAL INTELLIGENCE AND LEADERSHIP EFFECTIVNESS IN THE BANKING INDUSTRY: a case of Danske bank

After a comprehensive exploration of emotional intelligence and its diverse aspects the subsequent chapter conducts an in-depth analysis of Danske Bank, integrating the crucial elements of emotional intelligence and leadership within a cultural context. This thorough examination delves into the practical application of emotional intelligence principles within

Danske Bank, offering valuable insights into how these principles are embraced and leveraged in real-world banking scenarios. By considering the cultural perspective, upcoming sections provides a nuanced understanding of how emotional intelligence profoundly influences leadership practices within the specific cultural environment of Danske Bank, thereby illuminating the complex dynamics of emotional intelligence in leadership within the banking industry. In this regard Northouse (2019 as cited in Valldeneu, and et al, 2021) defined leadership as a process whereby an individual influences a group of individuals to achieve a common goal.

2.1 The Impact of Emotional Intelligence on Leadership: Positive and Negative Aspects

In this section, a broad impact of Emotional Intelligence (EI) on leadership is examined, encompassing both its positive effects, such as enhanced communication, empathy, and conflict resolution skills, and potential challenges, including emotional biases and decision-making complexities.

Leadership, as defined by Humphrey (2002, as cited in Vijayakumar, 2022), is a social interaction process in which the leader's ability to influence the behaviour of their followers has a substantial influence on performance results.

Aligned with Goleman's theory, effective leadership demands self-awareness, where leaders comprehend their strengths, weaknesses, and emotional triggers, shaping not only their own responses but also team dynamics, as highlighted by Issah (2018). Moreover, Md-Nawi et al. (2017) stress the significance of self-management within EI, enabling leaders to navigate challenging situations while maintaining a positive outlook. A socially intelligent leader, as observed by Kumar et al. (2014), exhibits social awareness, demonstrating empathy and adept communication tailored to employees' emotions, fostering a conducive work environment.

However, it's essential to acknowledge the potential pitfalls. Some researchers, such as Lubbadah (2020), refer to these as the “dark side” of emotional intelligence. High EI, when misused, can lead to manipulation and exploitation, especially in resource-constrained environments. Leaders might employ their emotional acumen to serve personal interests, camouflaging self-serving actions as impartial decisions. This revelation prompts further exploration into how employees perceive leaders who misuse their high EI, shedding light on the need for ethical considerations in emotional intelligence research.

This discussion sets the stage for the upcoming chapter, where we delve into contemporary leadership approaches within the digital era, exploring how emotional intelligence intertwines with these evolving strategies.

2.2 Leadership approaches in Digital era

Within the dynamic landscape of the digital era, leadership styles are undergoing significant transformations. This section explores three pivotal leadership paradigms: transformational, transactional, and laissez-faire, highlighting their relevance and adaptability within the banking industry's digital realm. Even though there are many theories on how leadership styles could be categorized, as one of the most widely recognized leadership theories, encompasses the transformational, transactional and laissez-faire styles (Aga, D. A. 2016). As a result, these three approaches will be explored in greater detail.

Despite this, Fleishman et al. (1992) offered an astounding 65 classification schemes to define leadership, each of which captured a unique aspect of the idea. However, exploring all the theories exceeds the scope of this research/thesis. Traditional versus current ways, Authoritative versus Participative methods, and Task-Oriented versus People-Oriented tactics are the results of the evolution of leadership terminology. These categories offer an organised framework for understanding various leadership philosophies.

It is important to understand that leaders often combine many styles, modifying their style according to the demands of the team, organisational culture, and certain situations. Skilled leaders know how to modify their tactics to fit the situation and the people they are in charge of. In addition, the purpose of this thesis is to shed light on the characteristics of modern leaders in the digital age, therefore improving our understanding of the dynamics of leadership in this contemporary period.

A flexible mentality is essential in the world of cross-functional collaboration and flattened hierarchies. Crucial elements include developing conditions that foster creative thinking and putting in place rewards and measurements to facilitate quick decisions. This raises the question: What makes a leader exceptionally flexible?

Empathy, justice, inclusivity, effective communication, active listening, authenticity, trust, and empowerment are among the characteristics that many research support (Lumpkin, A. & Achen, Rebecca M., 2018). Outstanding leaders work to understand people personally in addition to giving clear instructions and developing interpersonal relationships. It's interesting that these core traits of a successful leader hold true in a variety of situations. However, these qualities are powerful boosters in a flexible work setting.

During the Covid-19 epidemic, the leadership landscape experienced substantial changes, particularly with the transition to remote work between 2020 and 2022. Leadership is

now fundamentally about adapting to changing conditions. The fundamental idea of leadership changes with the times, adapting to the circumstances that are in place.

Building upon the preceding discussion, it's evident that leadership roles within organizations, ranging from consultants, project managers to senior leadership, bear significant responsibility for achieving company objectives. These roles necessitate effective collaboration with subordinates and supporting staff, highlighting the pivotal role of leadership in guiding teams toward success. In the corporate landscape, the responsibilities of these roles can vary widely. For instance, a project manager might have direct leadership responsibilities if involved in HR-related tasks. Similarly, senior project managers leading other project managers inherently exhibit leadership qualities.

According to the Association for Project Management (APM), project managers shoulder diverse responsibilities, including managing the project's day-to-day operations, overseeing aspects such as scope, schedule, budget, risk, quality, and resources. Furthermore, the project manager's skill set crucially determines project success, encompassing both soft skills (leadership, motivation, communication, decision-making) and hard skills (risk management, budgeting, project planning) as per the Association for Project Management guidelines. A significant body of research has indicated a relationship between various leadership styles and emotional intelligence. Leadership styles that require emotional intelligence include transformational, coaching, democratic, and visionary leadership (Baesu & Bejinaru, 2015; Goleman, 2006; Mandell & Pherwani, 2003). The characteristics of emotional intelligence used in these leadership styles include creating “awareness of the mission or vision of the organization” (Mandell & Pherwani, 2003), discerning employee aspirations, sharing goals, communicating an inspirational vision, providing feedback, listening and eliciting input, obtaining buy-in, exercising flexibility, and building “emotional capital” (Goleman, 2006).

Given the scope of this thesis, the focus remains on modern perspectives of leadership, particularly focusing into transformational leadership as a representative model of emotional intelligence. Transformational leadership stands out as a prevalent and impactful style, emphasizing a leader's ability to inspire and motivate teams toward common goals. Numerous studies underline the superiority of transformational leadership in achieving organizational objectives, emphasising it in subsequent section. It is crucial to recognize that leadership effectiveness is deeply contextual, shaped by organizational and societal norms, values, and beliefs, influencing the efficacy of various leadership approaches.

The latest trends in leadership, such as servant, adaptive, and authentic approaches, were not explored in this context. These approaches are more aligned with agile environments, whereas the focus of these thesis is more on traditional management practices.

2.2.1 Transformational leadership approach

Transformational leaders are defined as leaders who give vision and sense of mission, earn respect and trust (charisma), convey high expectations and communicate purposes effectively (inspiration), encourage attentive thinking and problem solving (intellectual stimulation), and offer individual attention and mentor followers individually (Hsu, N., Newman, D. A., & Badura, K. L. 2022). Specifically, scholars have argued that transformational leadership can be practiced by those individuals who have emotional intelligence and empathy. Leaders in general demonstrate emotional intelligence by encouraging team and individual participation in making decisions, promoting goodwill, morale, and motivation, and enhancing employees' satisfaction. These practices demonstrate social awareness and relationship management, which are two key characteristics of emotional intelligence (Jackson & Naziri 2020). In addition, research by Jackson & Naziri (2020) has revealed a strong correlation between transformational leadership and emotional intelligence constructs, including empathy, motivation, and self-awareness. Kumar (2014) emphasized that emotionally intelligent leaders exert a significant influence over their followers, thereby enhancing organizational performance. Leader's ability to monitor and manage emotions is considered a fundamental attribute contributing to the individual consideration aspect of effective transformational leadership.

The idea of Transformational leadership theory aligns with the concept of effective communication and influential leadership in project management. Transformational leaders, inspire followers to unite toward a shared goal, transcending personal interests (Bass & Riggio, 2006 as cited in Görgens-Ekermans, G., & Roux, C. 2021). They proficiently articulate a vision and objectives while empowering team members to achieve these goals.

In the realm of project management, understanding the interplay between emotional intelligence and project outcomes demands investigating the impact of leadership and communication. Effective communication is the foundation for team development and motivation toward specific objectives. Within project management, establishing a common understanding hinges on proficient communication. Project managers play a pivotal role in

communicating the importance of task prioritization, adherence to budgets, and timelines to their team members (Ziek & Anderson, 2015). Moreover, robust communication enhances stakeholder management by considering the needs of all stakeholders during project implementation. This synergy between Transformational leadership principles and effective communication underscores the pivotal role they play in the emotional intelligence-project management nexus.

Contemporary research increasingly recognizes transformational leadership as the most effective style for project managers (Hassan, Bashir, & Abbas, 2017). Transformational leadership is fundamentally about inspiring change. Given that project management inherently involves change, transformational leadership is viewed as an approach that enables a leader to ensure that the entire team is dedicated to achieving the desired transformation. In essence, both communication and leadership are connected with the concept of emotional intelligence and play a vital role in determining whether emotional intelligence is linked to proficient project management.

Transformational leaders, as indicated by Aldawsari (2020), possess the ability to evoke excitement and inspiration among employees, fostering outstanding performance. These leaders rely on individual qualities rather than formal positions, demonstrating visionary traits and the capability to translate their visions into tangible reality. Higgs and Dulewicz (2016) identified five key dimensions of leadership, encompassing attributed influence, behaviors, individual consideration, intellectual stimulation, and inspirational motivation. Within this framework, transformational leaders serve as catalysts for the transformation of their subordinates, fostering commitment and motivation that lead to exceptional accomplishments (Aldawsari, 2020). This characterization underscores the transformative power of leadership and its significant influence on the emotional intelligence-project management relationship.

Emotional intelligence is essential for effective leadership because it allows leaders to handle situations with awareness and control. Leaders that are emotionally intelligent promote professional team relationships and drive great performance. According to Hejase et al. (2017), emotionally intelligent leaders foster trust, promoting a unified and peaceful workplace atmosphere. Furthermore, transformational leadership, includes individualized consideration focusing on the individual, for example by providing coaching and mentoring, intellectual stimulation appealing to the sense of inquiry of the subordinates, idealized attributes by means of charisma, idealized behaviors acting as an influential role model, and inspirational motivation a visionary approach through appeals to subordinate's emotions. (Ozorovskaja et al. 2007). This reinforces an environment of motivation and solidarity among team members.

Having explored the transformative power of leadership through emotional intelligence, another significant leadership paradigm is transactional leadership. While transformational leadership focuses on inspiring and motivating followers, transactional leadership employs a different set of strategies, emphasizing structured transactions and clear expectations. This shift in perspective offers valuable insights into the complex nature of effective leadership within diverse organizational contexts.

2.2.2 Transactional leadership approach

Transactional leadership rely around a leader guiding follower through a system of rewards and punishments to optimize job performance. It represents a managerial approach where the leader's primary focus is on outlining duties and responsibilities, while also ensuring followers remain engaged in the short term (Ansari, H. & Kumar, R. 2022). Unlike transformational leadership, which seeks to inspire individuals to exceed their original expectations, transactional leadership operates through specific exchanges between leaders and followers. It involves clearly defining employee's roles and tasks, establishing a structured framework, and offering appropriate rewards (Ozorovskaja et al. 2007).

Transactional leadership is based on conditional support, in which followers are motivated by promises, rewards and praises of their leaders. Transactional leaders try to motivate their people by appealing to their own self-interest. Such leaders motivate subordinates to achieve expected levels of performance by assisting them in recognising work duties, identifying goals, and developing confidence in completing the required expected levels of performance (Aga, D. A. 2016). Transactional leadership is an exchange process based on contractual commitments that is often depicted as setting objectives and monitoring and controlling outcomes (Aga, D. A. 2016).

According to Ozorovskaja et al. (2007), transactional leadership is based on structured rewards for effort or goal achievement and is distinguished by contingent reinforcement and management by exception. This approach is notably task-oriented, emphasizing the importance of meeting predetermined standards and fulfilling contractual obligations (Mathieu, 2021).

Transitioning from transactional leadership to the laissez-faire leadership style, this paradigm represents a distinct departure from the structured approaches of transactional leadership. In laissez-faire leadership, leaders adopt a hands-off approach, allowing followers substantial freedom in decision-making and task execution. This style is marked by minimal interference or guidance from leaders, often leading to a lack of clear direction or support.

2.2.3 Laissez-fair style leadership approach

Laissez-faire leaders adopt an approach built on trust and confidence in their employees, refraining from excessive involvement or micromanagement. This leadership style is defined by its hands-off nature or “absence” of leadership, signifying a lack of active intervention and guidance. Leaders employing this method deliberately postpone decision-making, abstain from providing feedback, and do not acknowledge good performance from their team members. The absence of motivation efforts and the absence of recognition for employees' contributions are defining traits of this style (Avolio, Bass, & Zhu, 2004 as cited in Mathieu, 2021).

This leadership paradigm is marked by a lack of problem-solving initiatives, a reluctance to encourage innovative task execution among subordinates, and a failure to plan for the organization's future (Bakanauskiene & Bartnikaite, 2009). Leaders employing laissez-faire techniques often steer clear of significant decision-making responsibilities and remain elusive and unapproachable when their presence is required. This hands-off approach results in a lack of guidance, feedback, and recognition for employees, contributing to a work environment characterized by minimal motivation and acknowledgment of achievements.

After exploring the three leadership styles of transformational, transactional, and laissez-faire, it is important to turn our focus to understanding the role of emotional intelligence in leadership across cultural contexts. ANNEX 1 provides a summary of all 3 leadership traits based on team dynamics. The focus will be to examine specifically at the distinctions between Leadership Theories (LT) and Nordic leadership styles, as well as how emotional intelligence emerges differently in these cultural contexts. This transformation will shed light on the complex strategies required to lead diverse teams in differed cultural environments, providing vital insights into the relationship between emotional intelligence and team performance.

2.3 Cross - cultural perspective on Emotional intelligence in leadership: Nordics versus LT

Exploring leadership traits in different cultural contexts serves as a crucial foundation, especially within the realm of project management. In the contemporary global landscape, where a substantial portion of the economy relies on project-based structures, understanding diverse leadership styles becomes imperative.

A significant part of the world's gross domestic product is project-based (Anarbi et al. 2009 in Ludviga & Sluka, 2018). Project management has been in practice since the 1940s and since

that time the world has become more globalized, projects have increased dramatically in complexity, and international teams have become more common (Ludviga and Sluka, 2018). In contemporary projects, the intercultural dimension cannot be avoided (Matveev and Miltev 2004 in Ludviga & Sluka, 2018). Cultural behaviors can be diverse and have an impact on many working environment-related aspects. According to Ludviga and Sluka (2018) when working across cultures, there are three dynamics that occur simultaneously: employee's attitudes and behaviors are influenced by the cultures in which they live, the organizations for which they work, and the situations in which they find themselves.

Even though culture and its characteristics have been studied by many researchers and each of them has proposed different metrics. According to GLOBE (Global Leadership and Organizational Behavior Effectiveness Program), culture is defined as “shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations” (House et al. 2004 cited in Ludviga & Sluka, 2018).

Despite their geographical proximity, Lithuania and Scandinavia (Nordics) have diverged in their values and norms due to distinct historical and geopolitical experiences. These differences significantly influence how leadership is perceived and practiced in each region. To gain deeper insights into these unique characteristics, a comparative analysis will be presented in the following paragraphs.

Understanding the cultural variations of leadership is essential, especially considering the diverse descriptions of preferred leader behavior across different cultures (Littrell, 2010). Exploring the variety in follower attitudes is crucial due to its potential impact on enhancing leadership effectiveness (Minelagaite et al., 2018). While leadership is a universal phenomenon, its definition is culture contingent; what defines a good leader varies depending on the specific culture, sub-culture, or group of people with certain characteristics and values (House et al., 2004; Mockaitis, 2005; Minelagaite et al., 2018).

Given the unique histories and values of Lithuania and the Nordics, there are notable differences in their leadership styles. Even within an organization like Danske Bank, which may demonstrate a Nordic perspective, cultural influences can lead to varying leadership approaches when viewed from a human perspective. It is imperative to consider these cultural aspects to comprehend the complexity of leadership in different cultural contexts effectively.

2.3.1 Leadership traits most prominent in Nordics

Based on the assumption that the four Nordic countries - Denmark, Finland, Norway, and Sweden - employ comparable leadership methods, it is recognized that each nation possesses unique variations. However, this analysis focuses on generalized traits, aiming to explore the overarching leadership approach within the region.

To give a historical perspective, it is considered that in the years following World War II, a distinctive Nordic leadership style began to take shape (Andreasson & Lundqvist, 2018). The Nordic leadership style is rooted in the Nordic welfare state, where the old hierarchical relationship between employers and employees began to deteriorate in the twentieth century. Instead, a new dynamic evolved that highlighted the relationship between employees and the welfare state. The Nordic welfare model, in particular, emphasises individuality, implying that employees are not excessively dependant on their employers, based on Andreasson & Lundqvist (2018). Consequently, Nordic leaders cannot expect their employees to view their dependence on the employer or workplace as significant. This viewpoint is likely to have an impact on aspects such as the flat organisational structure (Andreasson & Lundqvist, 2018).

According to Brun (2019), the openness, transparency, and inclusivity of the Nordic leadership style are important benefits that set it apart from others and makes it a trend. The key traits of Nordic leadership encompass:

- nurturing and empathetic
- open and transparent
- responsive
- direct and result-oriented
- inclusive and participative
- committed and purpose-driven (Brun, 2019).

Having empathy and a desire to know their staff members personally it's a typical feature of Nordic leaders. This is predicated on some fundamental ideas about what produces positive outcomes: people flourish and perform better when they feel seen, acknowledged, respected, and safe.

Nordic leaders use the nurturing method not only to achieve better results but also because it is a natural extension of their cheerful, inclusive interactions with coworkers, peers, and even superiors (2019, Brun). However, in societies that are more formal and hierarchical in structure, this informal approach may be confusing. Leaders should therefore keep this in

mind when interacting in unusual situations. (2019, Brun). Additionally, unlike many other nations, Nordic leadership is largely transparent. Nordic Leaders are known for sharing large amounts of personal information about themselves along with business ideas and other data (Brun, 2019). They understand how important it is to try new things, even if doing so increases the risk of failure, and how important it is to learn from mistakes and setbacks. This openness to innovation has been a fundamental aspect of Nordic leadership for centuries. The ability to explore uncharted territories, encouraging employees to try novel approaches, and fostering a culture where admitting failure is embraced, enables continual evolution and the discovery of innovative solutions. Furthermore, Nordic leaders prioritize inclusive decision-making processes, particularly evident in the Swedish approach, where every opinion is valued and heard before consensus is reached (Brun, 2019).

In order to determine the values that characterize “Scandinavian leadership” and how these are exhibited in real-world situations, Ledarna carried out a survey in 2017. The findings demonstrated the existence of a Scandinavian leadership style with three key characteristics. A high degree of employee participation in the decision-making process is the first feature. The second is the close proximity of leaders and managers to their team members. The third and last concept is “freedom with responsibility,” which implies that an employee has plenty of room to exercise initiative and perform autonomous work (Ledarna, 2017).

Building on the discussion of Scandinavian leadership, the distinctive leadership styles in Nordic countries are grounded in a societal framework promoting equality, trust, and participative management, as highlighted by the 2019 report from “Great Place to Work”. This cultural context, rooted in Hofstede’s 6-D model, shapes the leadership dynamics in these nations, emphasizing inclusivity and accessible superiors (Timbalari, 2021). To further elaborate on the point, differences in power distance acceptance and assertiveness are noted across Scandinavian countries (Lofquist and Matthiesen, 2018; Warner-Søderholm, 2012 in Stage & Meier, 2022). However, a common theme is the perception of leaders as coaches rather than traditional authoritative figures (Andreasson & Lundqvist, 2018 in Stage & Meier, 2022).

As we shift our focus to Lithuania, where the chapter explores the leadership qualities that are particularly prevalent in this distinct cultural context.

2.3.2 Leadership traits most prominent in Lithuania

Research on leadership within the context of Lithuanian society is notably limited. However, a tangible transition has been observed, marking a shift from past paradigms. Following Lithuania's restoration of independence 33 years ago, deeply ingrained values rooted in security, conformism, obedience, self-effacement, and deference to higher authorities – essentially, a bureaucratic model – had to undergo transformation. The societal landscape evolved, necessitating a shift from a post-Soviet identity to one aligning more closely with Western European values. This transformation demanded the cultivation of traits such as innovativeness, entrepreneurship, and strategic foresight concerning the organization's future (Diskienė et al., 2010, as cited in Minelagaite et al., 2018).

This change in leadership traits reflects the broader societal shift in Lithuania, as it moved away from its Soviet past towards a more Westernized outlook. Scholars agree that the overall social environment profoundly shapes an organization's culture (Ozorovskaja et al., 2007). As Lithuania adapts to its evolving cultural landscape, exploring the nuanced leadership traits specific to this context becomes crucial, offering valuable insights into the evolving dynamics of leadership within the country.

Lithuania does not have a well-defined leadership style comparable to the Nordics. However, with the presence of Scandinavian companies in Lithuania, there has been a notable shift. Lithuanian leadership is becoming increasingly collaborative, and people oriented. Unlike a few decades ago when the primary focus was on profits and market survival, the current emphasis has shifted towards employee well-being and a more inclusive approach.

However, despite this shift, challenges persist within Lithuanian organizations. Surveys conducted in Lithuania, as highlighted by Toileikiene & Rybnikova (2013), reveal that managers in both business and the public sector often struggle to respond effectively to market changes, lack adequate planning, and do not engage employees in decision-making processes. This situation is attributed to the legacy of the Soviet period, which has hindered the development of a proactive and creative workforce. While ideal leaders in Lithuania are perceived as charismatic, motivating, and human-oriented, the slow change in managerial behavior continues to impact the work culture (Bakanauskienė & Bartnikaitė, 2009).

Building upon the existing literature on leadership within the cultural context of Lithuania, several studies have shed light on crucial aspects. These studies (Bučiūnienė & Škudienė, 2008; Stelmokienė, 2012; Mockaitis & Šalčiuvienė, 2004; Matonienė, 2011) have

highlighted the significance of “soft leadership” attributes like communication, attentiveness, and flexibility. Furthermore, they have underscored the relationship between leadership and various organizational outcomes, indicating the influence of industry sectors on leadership styles. Additionally, research has identified the presence of transformational leadership, linking it with positive organizational outcomes (Minelagaite, I. et al, 2018).

In the context of Danske Bank, a multinational organization with diverse international employees, the understanding and acceptance of national cultures have become imperative. National culture, encompassing values, beliefs, attitudes, and forms of behavior, are now recognized as essential elements for success in the contemporary business landscape. This acknowledgment of culture's impact is particularly relevant for Danske Bank, emphasizing the need for culturally informed leadership strategies within the organization.

2.4 Understanding Danske bank set up through perspective of Emotional intelligence.

Having explored the cultural context of the characteristics of Scandinavian versus Lithuanian leadership, the focus now shifts to understanding Danske Bank's setup through the lens of emotional intelligence. As the largest bank in Denmark, Danske Bank operates across diverse clusters, including Personal customers, Business customers, and Large Corporate and Institutions. Established in 1871, Danske Bank’s headquarters in Copenhagen has remained a cornerstone of its operations. With a substantial workforce of 21,678 (figure 2) employees spread across different countries, Danske Bank's organizational structure presents an intriguing case for examining the application of emotional intelligence within its dynamic framework.

Figure 2: Headcount by country



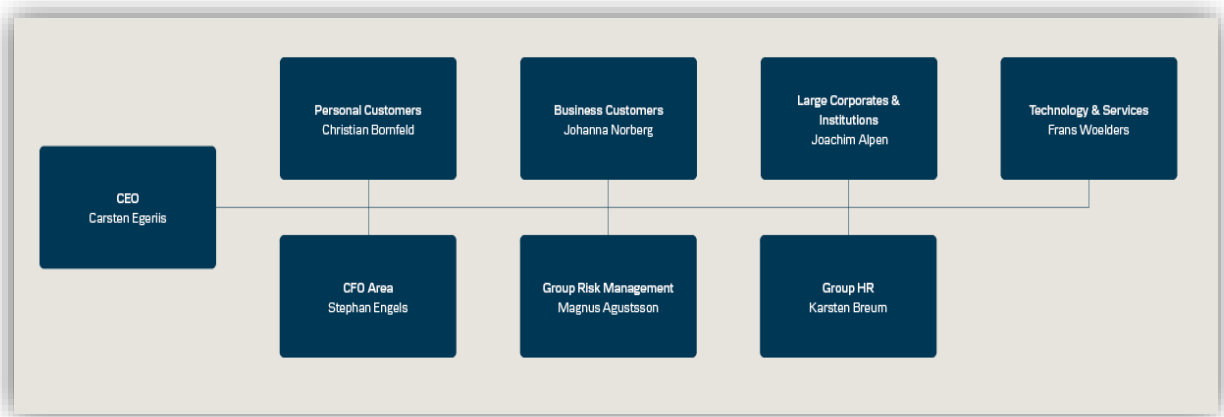
Source: Live report from Danske bank internal source. The numbers were taken 2023 September.

Danske Bank operates through local branches in the Nordic region (Denmark, Norway, Sweden, Finland) and Ireland, focusing on these countries as core business areas. To meet

customer demands, Danske Bank has established Technology & Services centers with back office capabilities in the Nordics, Lithuania, India, and Poland. For the purpose of this study, the focus will be solely on the Nordics and Lithuania within the Personal Customers domain, as depicted in Figure 3.

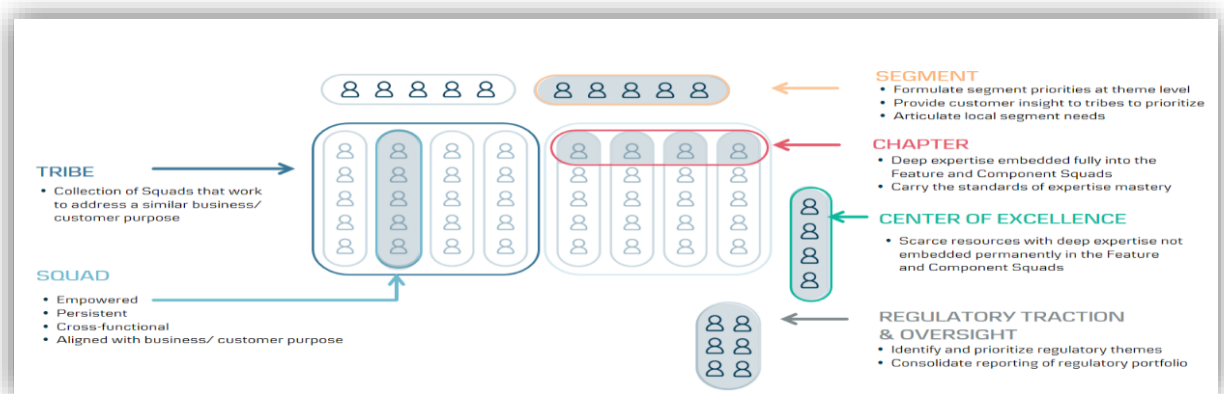
Within the Personal Customers department, similar to the rest of the bank, there are two distinct working environments: the BWOW (Better Ways of Working) setup introduced in February 2021 (figure 4) and the traditional setup based on Waterfall practices. The BWOW setup emphasizes agile principles, particularly in IT departments working within Tribes landscape, aiming to create a more engaging and less bureaucratic workplace by dismantling silos and empowering decision-making. However, this study will specifically concentrate on the traditional part of the organization, excluding the BWOW setup from its scope.

Figure 3: Danske bank organization structure 2023



Source: Bank Structure: Management (danskebank.com)

Figure 4: Danske bank BWOW organization landscape



Source: Danske bank internal Confluence space: BWOW Organizational Overview Home

Examining Danske Bank's organizational structure and practices through the Emotional Intelligence lens reveals how its key beliefs align with EI principles, fostering an environment conducive to effective leadership and teamwork. The bank's strategic focus on the Nordic region and Lithuania, encompassing both traditional and innovative working setups, allows for a comprehensive analysis of how Emotional Intelligence influences leadership effectiveness within diverse organizational frameworks. Through this exploration, the study aims to uncover the complex relationship between Emotional Intelligence, leadership approaches, and organizational success within Danske Bank.

2.4.1 Danske Bank's Context: Navigating Change and Building Resilience

Change is a natural part of life, and because it frequently brings with it uncertainty and complexity, it can be difficult for our general well-being. Danske Bank is not an exception to the rapid adjustments and shifting expectations that characterize the corporate sector. Danske Bank is experiencing organizational changes and is adjusting to both the aftermath of the COVID-19 pandemic and changing environments. As a result, the bank needs to strengthen its people leadership and change management techniques.

Research underscores the global concern of stress, with the World Health Organization (WHO) estimating stress as a major health condition worldwide in 2020. National studies, particularly in Denmark (DK), revealed a significant rise in stress levels, highlighting the pressing need for proactive approaches to mitigate stress-related challenges (PPclink, 2023). The numbers increased from 9% in 2007 to 25% in 2017 (PPclink, 2023).

Furthermore, Danske Bank's diverse workforce operates across various locations, emphasizing the importance of maintaining robust connections with teams and stakeholders. With the flexibility of remote work, fostering a sense of belonging and unity among colleagues becomes paramount. This calls for empathetic listening and compassion, essential elements in uniting and motivating colleagues while nurturing a psychologically safe environment.

The physical working environment has also witnessed notable shifts. Despite Danske Bank operating in eight different locations where remote work was common, the COVID-19 pandemic further intensified remote work practices. Danske Bank responded by embracing a hybrid working model, recognizing the strategic significance of collaboration and teamwork within the organization's overarching success. This adaptation underscores the bank's

commitment to providing a conducive environment for its employees, ensuring their well-being and continued productivity amid evolving work dynamics.

2.4.2 Danske Bank's Context: Fostering a Supportive Working Environment

Danske Bank Lithuania's proactive approach to enhancing employee satisfaction and productivity is reflected in its strategic initiatives, notably showcased through the Leesman surveys conducted in 2019 and 2022. The comparison between these periods, marked by a shift from dispersed locations to the centralized Danske Bank Campus, offers valuable insights. The findings underscore a significant increase in both team and individual productivity post-pandemic, indicating the positive impact of the workplace environment. Further elaborate on that Leesman survey was held in 2019 and 2022 to compare the impact of the workplace on job satisfaction and productivity in Danske bank Lithuania. Comparing to 2019 where Danske bank LT employees were scattered between different buildings in Vilnius versus 2022 when new Danske Bank Campus had already been opened and teams had relocated when the survey was done in 2022. The results of both surveys note that the productivity of teams and individual employees increased after the pandemic.

Vilius Lukauskas, Head of Global Services Centre Administration at Danske Bank, emphasizes the diverse approach undertaken. Beyond the physical aspects, such as a modern and advanced campus, Danske Bank focuses on nurturing a sense of community within the workplace. Lukauskas emphasizes the need to align physical presence with the benefits of teamwork, encouraging employees to choose office collaboration, engage in effective planning with their managers, and enhance overall engagement and motivation.

“In terms of time spent in the office, which amounts to about 40% of the total working time, we are similar to other hybrid market players. However, we are constantly looking for answers to the questions of how to show employees the benefits and advantages of teamwork in a single physical location, how to encourage employees to choose to work in the office more often and plan their working week together with their managers, how to increase their engagement, how to maintain and improve employee motivation,” says V. Lukauskas.¹

Danske Bank's campus, designed with employees' well-being in mind, addresses key factors influencing employees' choices, including commute times. By incorporating amenities

¹ A total of 1,596 employees of the Technology and Services Centre in Lithuania participated in the Leesman survey conducted in November–December 2022, and 1,432 employees in the 2019 survey. - based on [Danske Campus – one of the world's best-rated offices \(danskebank.lt\)](https://www.danskebank.lt)

such as a gym, music studios, lounges, nap rooms, children's areas, and communal cooking spaces, Danske Bank creates a holistic work environment that caters to diverse needs. This strategic investment in employee satisfaction aligns with the upcoming discussion on the Engagement survey, further highlighting the pivotal role of the workplace in enhancing employee contentment and work effectiveness. The continuous evolution of Danske Bank's physical spaces, including the upcoming Copenhagen campus in 2024, reflects the organization's commitment to shaping a conducive workplace that fosters collaboration, engagement, and overall job satisfaction among its employees.

2.5 Danske Bank's Cultural Commitments: Guiding Principles and Core Values

Danske Bank is working to improve workplace satisfaction in ways that go beyond physical spaces and initiatives to foster community. Examining Danske Bank's basic principles, which are contained in its Cultural Commitments, provides a thorough grasp of the company's culture. Further emphasis will be put on how Danske Bank creates an atmosphere where employees can thrive by examining these commitments, which act as the guiding principles of the workplace culture.

Danske Bank adheres to a global policy influenced by its core values, although there are slight organizational variations across different locations due to specific country nuances. Overall, the bank's 22,000 employees are expected to embrace and promote Scandinavian values. These values, namely "team up," "own it," and "be open," were refined and introduced in 2021.²

In Lithuania, Danske Bank serves as a prominent employer with approximately 5,500 employees, making it one of the largest employers in the country. The bank stands as a role model for other companies in Lithuania, embodying a modern and responsible workplace ethic. Moreover, Danske Bank emphasizes its commitment to social responsibility priorities, concentrating on its team members' well-being, growth, professional and personal success, values, and individual social responsibility.

Danske Bank places a strong emphasis on leadership that embodies emotional intelligence when guiding teams. Jens Essenbæk Toftbjerg, Chief Consultant for People and Culture at Danske Bank, introduced new initiatives in management training, extending Group-wide. These programs align with the group's purpose and culture, emphasizing the core values

² Based on: Danske bank webpage: Danske Bank in Lithuania (danskebank.lt)

mentioned before: Team up, Own it, and Be open. In 2021³, management training underwent a transformation, shifting the focus from expertise to emotional intelligence. The approach centers on leading through dialogue rather than strict instructions, a change implemented across all leadership positions within the Danske Bank Group.

A notable ongoing program, “Leading with Purpose,” empowers managers to take charge of their individual development. This initiative operates as continuous process, devoid of specific start or end dates, overseen and supported by Group HR and local HR teams.

2.5.1 Challenges and Opportunities in Danske Bank's Leadership Development

Navigating Danske Bank's leadership development programs, particularly the ongoing initiative “Leading with Purpose,” presents challenges for managers. Time constraints, inherent in managerial roles due to daily tasks, pose difficulties in dedicating sufficient time to the program. Additionally, embracing vulnerability, a requirement of the program, may prove uncomfortable for some. To facilitate effective leadership growth, it is imperative for employees to offer feedback, fostering an atmosphere of trust within the organization.

However, as the program requires time sometimes its hard to find it in managerial positions due to daily tasks. Also, it requires dedication and show your own vulnerability, which sometimes is not so convenient. Jens Essenbæk Toftbjerg said that employees also need to help managers by giving them feedback. For employees to feel comfortable giving such feedback, there first needs to be an atmosphere of trust. Better Ways of Working deals with self-management, and there is a gradual development towards decisions being made by employees, but it is a difficult process for managers as well as employees. Getting feedback from employees requires that managers receive that feedback well. One of the objectives of “Better Bank 2023”. The most important goal in that regard is an increase in employee engagement. The chairman wrapped up the discussion by noting that the management training programme is key in Danske Bank’s cultural transformation. The group needs to execute the strategy, and a key aspect in that regard is engaged employees who feel a sense of belonging to the workplace. It is a long journey towards 2023 expanding to 2024.

In Danske Bank's organizational structure, the role of project managers holds significant importance. Ahmed (2013) highlights several essential qualities crucial for effective project management within the bank. These qualities encompass self-awareness, tolerance,

³ Based on Danske bank internal report: *Meeting minutes from Danish Works Council* (2021)

critical thinking, honesty, problem-solving, and decision-making skills. Additionally, project managers are expected to be people-oriented, visionary, possess effective communication abilities, excel in team building, and establish trust among team members (Ahmed, 2013). These attributes are fundamental in ensuring successful projects/initiatives execution within Danske Bank's dynamic environment.

2.6 Exploring Emotional Intelligence Implementation in Danske Bank's current landscape

This subsection investigates Danske Bank's current practices related to Emotional Intelligence, encompassing screening and hiring processes, onboarding procedures, mental health and well-being initiatives, and engagement surveys. Understanding these practices is essential to comprehending the bank's existing Emotional Intelligence landscape.

To gain insight into Danske Bank's current stance on emotional intelligence, a review of the internal webpage, known as the Intranet, was conducted, specifically searching for the term: "emotional intelligence". Numerous topics related to emotional intelligence were found. Within these resources, emotional intelligence was described as follows: "EI is the ability to understand how you feel and why. It helps you act intentionally rather than reactively. Emotional intelligence is also a significant component of effectively self-managing your work. Our Emotional Intelligence abilities also allows us to notice and understand how others are feeling. They play a big role in defining who we are by shaping our relationships with others around us."⁴ Also, there was a note from the Team lead in Finland:⁵ „I don't like that robotic virtual management and task allocation has increased while working hybrid. I miss the personal touch and humanity.”

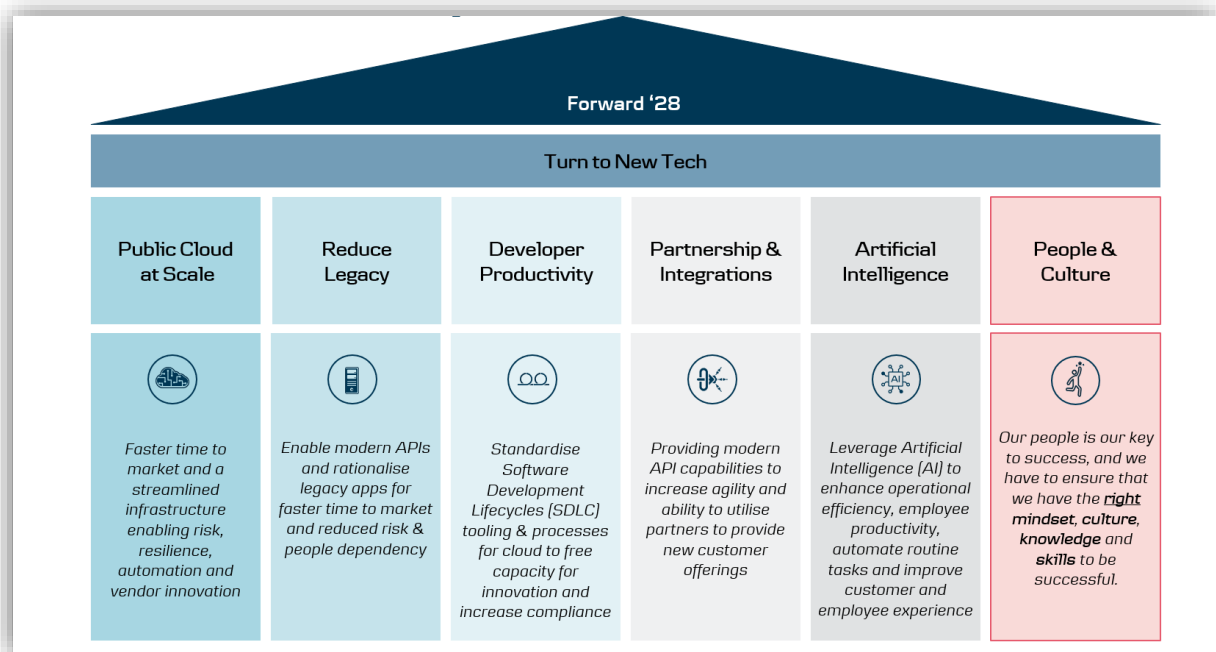
Understanding Danske Bank's current practices related to Emotional Intelligence, particularly in departments where leadership, project managers/team leads are located in Denmark or other Nordic countries while teams are based in Lithuania, is crucial. In such distributed setups, maintaining strong relations and a sense of belonging among teams and stakeholders becomes paramount. Deep listening and demonstrating compassion are essential components of emotional intelligence, fostering psychological safety among employees. This is particularly relevant in Danske Bank's scenario, where teams are geographically dispersed.

⁴ Based on Danske bank internal report: *Meeting minutes from Danish Works Council* (2021)

⁵ Ibid

Moreover, Danske Bank's strategic initiative, *Forward'28*, (figure 5) emphasizes the importance of people alongside technical advancements. People and Culture is acknowledged as foundational pillars in this strategy, highlighting the bank's commitment to its employees. This aligns with the emotional intelligence aspect of fostering strong interpersonal relationships, ensuring employees feel valued, supported, and psychologically secure within the organization, regardless of their geographical locations.

Figure 5: *Forward' 28 strategy pillars*



Source: *Confluence space: People & Culture (Internal Danske bank site)*

Examining emotional intelligence within the organizational context of Danske Bank goes beyond analyzing individual leaders. It entails comprehending the larger environment as well as external elements that influence team and individual performance. The emotional intelligence journey of employees, from hiring to continuous work experience, will be comprehensively studied in this section. This comprehensive method enables an organization-wide grasp of emotional intelligence.

Furthermore, the part looks into the external support mechanisms available to leaders, emphasizing the necessity of a supportive infrastructure that fosters the growth of emotional intelligence. The research aims to reveal the diverse tactics in place, ensuring that emotional intelligence is not simply an individual quality but a collective strength cultivated at every level of the organization, by scrutinizing how the bank encourages team development and

engagement. This method allows for a more detailed examination of emotional intelligence practices, taking into account both leadership traits and the supportive environment that surrounds them.

2.6.1 Recruitment and Hiring

Danske Bank promotes a culture of tolerance and inclusion, swiftly addressing any instances of discrimination within the organization, as they have clear and refined procedures for that. Also, Danske Bank has built a strong Diversity and Inclusion Council to defend these ideals, as well as rigorous diversity and inclusion training for senior management and staff members. The organization is constantly improving its internal procedures in order to promote gender equality, enforce zero-discrimination policies, assure equal pay, and develop fair hiring systems.⁶ CV screening occurs without prejudices or biases as a tangible embodiment of these endeavors.

Furthermore, Danske Bank has a thorough hiring procedure that involves logical thinking and personality assessments (from Cubiks). These assessments are critical in determining candidate's eligibility and compatibility with the organizational structure. Danske Bank assures a careful screening process, connecting new personnel with the company's core values, and promoting a varied, inclusive, and harmonious work environment by utilizing these additional resources.

2.6.2 Onboarding

Recognizing the pivotal role that the onboarding process plays in shaping the perception of the workplace, Danske Bank places significant emphasis on this phase as well. The bank employs a buddy system, ensuring that new hires are paired with senior colleagues during their initial probation period (this can vary from country-to-country labor law). Research conducted by the University of Pennsylvania and University of Minnesota, as cited by Jon Clifton in Harvard Business Review (2022), highlights the substantial impact of close friendships on workplace productivity. The study revealed that strong friendships enhance commitment, communication, and mutual encouragement among employees. Additionally, a global study

⁶ Based on: Danske bank webpage (2021): [Danske Bank has initiated a discussion on tolerance, with an installation at Lukiškės Square prompting us to open our hearts and minds](#)

conducted by the International Social Survey Program (ISSP) underlines the significance of interpersonal relationships in the workplace. These relationships were found to be the most influential factor in determining job satisfaction among employees, ranking first among 12 domains of workplace quality. This approach aligns with Danske Bank's commitment to nurturing supportive work relationships right from the onboarding stage.

2.6.3 Mental health and well - being programs

Continuing the commitment to employee well-being, Danske Bank has established a dedicated Mental Health Council, serving as a robust well-being network for its colleagues. This council focuses on various activities geared toward raising awareness, promoting available professional support within the bank, and eliminating the stigma associated with mental health. Collaborative efforts with HR LT and non-governmental organizations (NGOs) have resulted in a range of well-being initiatives, demonstrating Danske Bank's dedication to employee welfare. Notably, the bank has embarked on significant social impact initiatives, such as sponsoring the HR Savaité conference since 2021. This sponsorship aimed to enhance public awareness about Diversity & Inclusion and Mental Well-being, providing learning opportunities for the Danske Bank community and the wider society by facilitating access to presentations from recognized speakers, free of charge.

Danske Bank's commitment to mental well-being is further exemplified through their monthly sessions group-wide featuring external speakers who share expertise on various aspects of mental health.

In addition, Danske Bank has initiated #FreeToBeMe, a program designed to foster an environment where employees can authentically express themselves, significantly contributing to their mental well-being. This initiative aligns with the organization's vision of cultivating a diverse and inclusive culture, where individuals feel empowered to be their true selves. To further strengthen inclusive management, Danske Bank introduced a Diversity & Inclusion training program for managers in 2021 (figure 6). This program, developed in accordance with core competencies defined by UNESCO, emphasizes understanding and questioning existing norms, including gender structures, and nurturing empathic leadership that appreciates and incorporates diversity.⁷

⁷ Based on the article “Diversity & Inclusion: New Initiatives Will Help Us Become a Better Bank” in Danske Bank Intranet.

Figure 6: Example of the material provided for Leaders to promote Diversity & Inclusion



Source: Danske bank internal presentation: Diversity & Inclusion Tips

Danske Bank is deeply devoted to its employee's growth and development, as evidenced by a number of initiatives targeted at improving their well-being and professional capacities. Danske Bank's sponsorship of the Clifton Strengths Finder examination is one significant support measure, demonstrating the organization's commitment to assisting its employees personal and professional development. Danske Bank actively encourages diversity and inclusion by participating in volunteering programs by your choice such as Time2Give International and Time2Give Lithuania. These projects not only build the Danske Group's community bonds, but also highlight the organization's dedication to social responsibility and inclusive practices.

Furthermore, Danske Bank supports mentorship programs, allowing employees to learn from experienced colleagues within the organization. Furthermore, job shadowing programs give significant experience learning chances for improving abilities and broadening views. Danske Bank offers a variety of courses both within and outside the organization to enhance these internal activities. These courses enable workers to continuously improve their knowledge and competence, in line with Danske Bank's commitment to continuous learning and professional development.

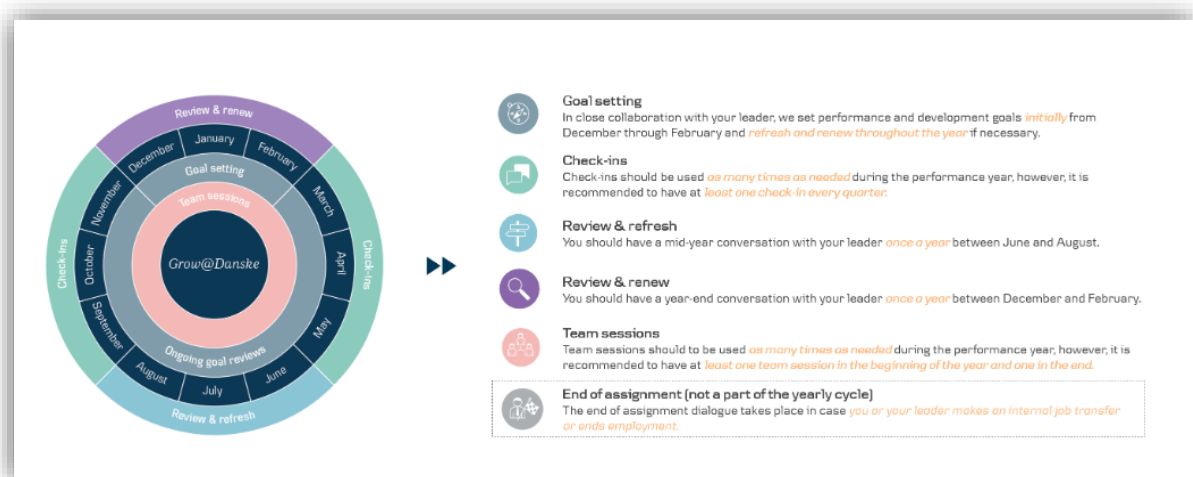
This comprehensive support system not only promotes the mental and emotional well-being of Danske Bank's employees but it also demonstrates the company's commitment to establishing an environment where employees can thrive both personally and professionally.

2.6.4 Engagement survey. Developing a culture of continues improvement.

Danske Bank uses a powerful instrument, the Engagement Survey, which is done twice a year (figure 9 & 10), to assess employee satisfaction and general well-being within the organization. This vital tool acts as a barometer, allowing the bank to analyze its employee dynamics and make data-driven decisions. The timing of these surveys, strategically placed between semiannual Performance Reviews (known as Review & Refresh), ensures that employees can reflect on their engagement levels following the yearly review and take proactive measures prior to the mid-year review, aligning their goals with the organizational objectives (figure 7).

The Engagement Survey is precisely structured and scores several criteria on a scale of 1 to 5, ranging from disagreement to strong agreement. These factors include assessing the Executive Leadership Team, direct leaders, team collaboration dynamics, working conditions, work content, compensation, learning and development opportunities, flexible work arrangements, alignment with organizational purpose and culture, strategic alignment, client relationships, and the organization's diversity and inclusion position.

Figure 7: Yearly cycle of Grow at Danske sessions



Source: Article published in Danske Intranet: *Grow@Danske in short*

The Culture and Engagement Survey measures the general employee experience within Danske Bank Group. All leaders receive the report and are encouraged to have a structured dialogue and agree upon actions to increase engagement afterwards based on the results. It is called the Engagement Team Dialogue, this process involves leaders sharing the results of the

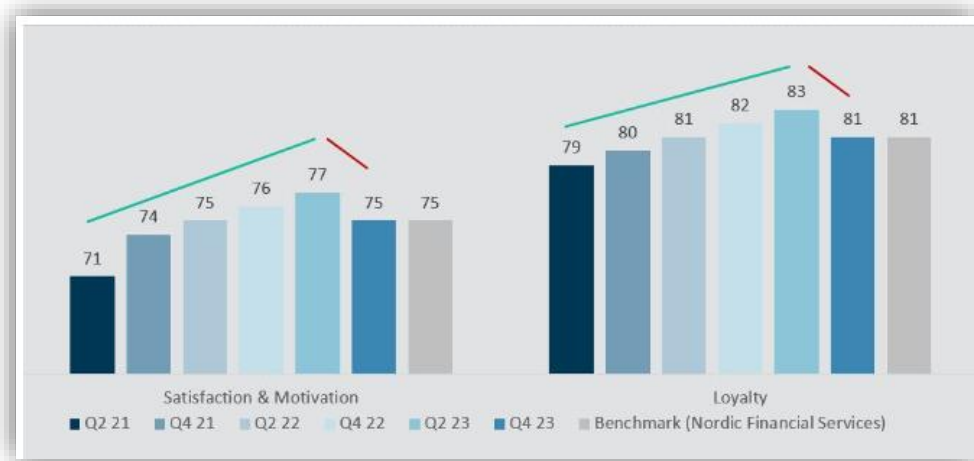
survey with their team, facilitating a dialogue and completing an action plan together. The leader is responsible for continuously following up on the action plan throughout the year.⁸ It is a part of the *Better Bank Initiative* where Danske Bank wants to maximize employee engagement.

The Culture and Engagement Survey is a thorough evaluation tool that captures the total employee experience at Danske Bank Group. Following the survey, leaders participate in the Engagement Team Dialogue, a structured discussion. During this phase, leaders share the survey results with their teams, promote meaningful conversation, and build an action plan collectively. This strategy focuses on proactive engagement enhancement activities. This method, known as the *Better Bank Initiative*, demonstrates Danske Bank's focus to optimizing employee involvement, showing its commitment to continual development and establishing a workplace culture that values open communication and employee participation.

Usually, the response rate of engagement survey is between 70-80%, with a peak this year Q4 2023 of (95%), which reflects considerable interest among the employees in making their views known. The assessment of working conditions includes the physical working environment, work pressure and clear processes, all of which received low scores. However, the survey also shows considerable variation in terms of satisfaction and motivation, with some areas getting a high score and others getting a low score. It is important for dialogue to take place in the individual teams regarding what can/ought to be done to improve the situation. Also, satisfaction and motivation together with loyalty are high and increasing counting since 2021 (figure 8 below).

⁸ Based on Danske bank webpage: [Culture and Engagement survey \(danskenet.net\)](https://www.danskebank.com/en/our-work/culture-and-engagement)

Figure 8: 2023 Q4 Engagement survey results



Source: Danske bank intranet article “Culture & Engagement Survey: Record-high response rate and decline in satisfaction score” (danskenet.net)

Danske Bank, in collaboration with Group HR, Group Communications, and Working@Danske, undertakes various actions to address these issues. These initiatives encompass transparent communication about flexible work arrangements, emphasizing real-life narratives from employees, promoting diverse working locations such as branches for closer customer engagement, and streamlining complex systems, tools, processes, and guidelines. Moreover, the bank maintains a focus on mental health and well-being, observed through initiatives like Mental Health Week, which addresses post-Covid-19 adjustments and change management. Additionally, efforts are directed toward encouraging healthier meeting and working practices, aligning with Danske Bank's holistic approach to employee engagement and well-being.

Figure 9: Timeline of the survey (spring round)



Figure 10: Timeline of the survey (winter round)



Source of figure 9 and 10: Danske bank internal document Culture and Engagement Survey for leaders

Whole chapter two was dedicated to providing a clear roadmap for exploring emotional intelligence within Danske Bank's organizational framework. Each section underscored the bank's diligent strategies to foster EI among employees, promoting inclusivity, trust, and satisfaction.

3. RESEARCH METHODOLOGY

In this chapter, the primary focus will be on a practical angle of the goal of this study to investigate the correlation between emotional intelligence, team dynamics, and leadership effectiveness within Danske Bank's organizational framework. By exploring how emotional intelligence impacts team interactions and leadership practices, this research aims to provide valuable insights into enhancing teamwork, leadership strategies, and overall organizational effectiveness in the context of Danske Bank. Additionally, this chapter explores the research objectives, the rationale behind choosing the participants, and the sample size.

In addition, research methods will be explained, and the interview questions will be addressed and reviewed. Lastly, within the research analysis part, there will be an explanation of the structure, how the data was grouped and analyzed. Most importantly, this section compares theoretical frameworks with practical research results, aligning them with the research objectives to achieve the research goal.

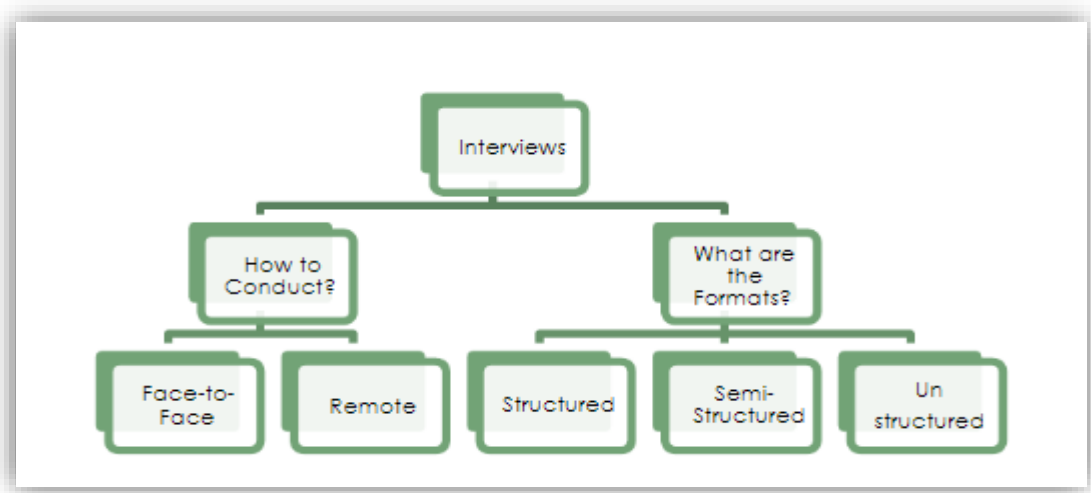
While the theoretical foundation provided insights into emotional intelligence and leadership theories, the upcoming chapter offers practical insights into their implementation within Danske Bank. This transition bridges the gap between theory and application, enhancing the understanding of emotional intelligence in real-world organizational contexts.

3.1 Research design

Given the research topic, the research method chosen to reveal objectives for the empirical section of the Master Thesis is qualitative interviews. Interviews, according to Taherdoost (2022), are useful for gathering detailed information about participants' experiences, enabling interpretation and insights. One of the key benefits of using interviews is that participants can express themselves personally and openly, without the limits of established frameworks. Following a thorough examination of available possibilities, the interview style used for this study was semi-structured, as depicted in figure 11.

The semi-structured interview type is particularly suited for the nuanced topic of emotional intelligence and leadership styles within Danske Bank for several compelling reasons. First, it allows for in-depth exploration of complex themes, such as the adaptability of Goleman's dynamic model, also by permitting the interviewer to dig deeply into specific areas as they emerge during the conversation. This adaptability is crucial when assessing subjective elements like emotional intelligence, where each individual's understanding and application of the concept can vary widely. Semi-structured techniques encompass the majority of qualitative data collection interviews. In this method, predetermined questions serve as the foundation, yet interviewers have the flexibility to ask additional questions for clarification. Moreover, interviewers can adapt question wording, sequence, and explore new avenues to fulfill the research purpose. This approach not only enables the collection of rich data but also facilitates the emergence of new concepts (Taherdoost, 2022).

Figure 11: Structure of the interviews



Source: Interview techniques (Taherdoost, 2022)

Second, the semi-structured format facilitates the gathering of rich, qualitative data that is essential when comparing and contrasting leadership styles between Lithuanian and Scandinavian contexts. By employing this approach, the interviewer can ask for detailed examples and narratives that illustrate how emotional intelligence manifests in leaders' behavior and decision-making processes. Additionally, this format supports the critical analysis of literature by enabling the interviewer to draw out the interviewees' perspectives on current theories and practices, thereby enriching the literature review with primary data. Lastly, semi-structured interviews are ideal for uncovering the subtle nuances that define the working environment and team performance at Danske Bank, directly aligning with the thesis's objective to elucidate new insights into the relationship between emotional intelligence and leadership effectiveness. This tailored approach ensures that the research is both comprehensive and focused, yielding detailed insights that are likely to contribute significantly to the existing body of knowledge on the subject.

In short for semi-structured interview research design aimed at exploring emotional intelligence and leadership styles within Danske Bank, sub-goals that align with the overarching research objectives can be defined as follows:

- To compare the emotional intelligence attributes as exhibited by leaders in Lithuania and Scandinavia, aiming to identify cultural or regional differences in leadership styles. Finding synergies with Transformational, Transactional or Laissez-fair leadership styles.
- To analyze the validity and applicability of Goleman's dynamic model, as simplified by Boyatzis, within the organizational culture of Danske Bank, with a focus on whether some characteristics are more evident in one region over another.
- Assess Danske Bank's strategies for fostering emotional intelligence among leaders.

The study's refined purpose is to comprehend the interaction between emotional intelligence and leadership within Danske Bank's specific organizational context. This investigation aims to uncover cultural differences in leadership styles in Lithuania and Scandinavia, analyze the applicability of Goleman's refined dynamic model in these countries, and assess the effects of emotional intelligence on creating effective leadership and team dynamics. Through this viewpoint, the research will seek to provide practical insights to improve leadership development and organizational performance at Danske Bank.

3.2. Sample size and participants of the research

After choosing the specific method to run the research, the necessity to clarify the framework for participants appeared. The selection of Department Heads, Team Leads, and Project Managers as participants for this study is pivotal to capturing the diverse landscape of leadership within Danske Bank's Personal Customers Domain. Department Heads provide strategic-level insights, Team Leads offer operational perspectives, and Project Managers bring a project-centric viewpoint, crucial for a bank that operates heavily through project-based structures. This mixture ensures a diverse collection of experiences and perspectives on leadership and its interaction with emotional intelligence. The equal number of Lithuanian and Nordic participants, with careful representation from each Nordic country, is intended to produce a balanced cross-cultural analysis, allowing the research to successfully explore into regional variations of leadership styles.

With 12 participants, the sample size is adequately large to ensure a rich variety of data while allowing for a manageable and thorough individual analysis within the qualitative research framework. Such a number strikes a balance between depth and breadth, facilitating a detailed exploration of the impact of Danske Bank's leadership on team dynamics and performance across different cultural contexts. The careful selection of participants from specific roles and regions is geared towards validating the research objectives, ensuring that the findings are robust, comprehensive, and can provide meaningful insights for leadership development within Danske Bank.

In short main criteria for the informants and the research:

- Working within Personal Customers Domain at the time of the interview
- 6 being Lithuanians and 6 from the Nordics, total 12
- Keep the balance in proportion in Scandinavian group to have at least one representative from Norway, Sweden, Finland and Denmark.
- Include gender balance as well. Male/female representation

After meeting the requirements, employees with different roles were included in the research, such as Department heads, Team Leads and Project Managers. The more detailed information about informants and their experience is provided in the table 2 below. The informants were rich in their experiences. Some working in Danske bank for years and having been in different roles.

Table 2: Research Informants (full)

Interviewees	Role in Danske bank	Country	Number of years working in Danske bank 0-3/ 3-5/ 5-above	Gender	Number of direct subordinates/stakeholders Up to 0-5/ 5-15/ 15-above
Informant 1 (I1LT)	Department Head	Lithuania	8 years (5-above)	female	20 subordinates (15-above)
Informant 2 (I2SC)	Team Lead	Finland	26 years (5-above)	female	5 subordinates (0-5)
Informant 3 (I3LT)	Team Lead	Lithuania	15 years (5-above)	female	9 subordinates (5-15)
Informant 4 (I4LT)	Team Lead	Lithuania	6,5 years (5-above)	female	22 subordinates (15-above)
Informant 5 (I5SC)	Team Lead	Norway	17 years (5-above)	male	2 subordinates (0-5)
Informant 6 (I6SC)	Department Head	Finland	25 years (5-above)	male	13 subordinates (5-15)
Informant 7 (I7LT)	Project manager	Lithuania	2 years (0-3)	female	0 (0-5)
Informant 8 (I8LT)	Senior Project manager	Lithuania	2 years (0-3)	male	1 (0-5)
Informant 9 (I9LT)	Senior Project manager	Lithuania	2,5 years (0-3)	female	5 (0-5)
Informant 10 (I10SC)	Project manager	Norway	4 years (3-5)	female	0 (0-5)
Informant 11 (I11SC)	Project manager	Sweden	17 years (5-above)	female	0 (0-5)
Informant 12 (I2SC)	Change and implementation manager	Denmark	20 years (5-above)	female	0 (0-5)

Source: created by the author

At the beginning of the study, it was decided that the sample would consist of 12 people. This sample was carefully constructed using a quota sampling strategy to ensure a fair cultural representation, with 6 Lithuanian and 6 Scandinavian participants. According to McCombes (2023) quota sampling works by segmenting the population into various strata, in this case depending on nationality. Participants are chosen from these strata until the pre-determined quota for each group is satisfied. This method is led by certain criteria specified before to the sampling process, allowing the researcher to actively modify the sample composition (McCombes, 2023).

3.3 Research method

The main instrument for the interviews conducted – a questionnaire, which is added in this research proposal as Annex 2, table 7 – Interview guide. As it can be seen from the questionnaire, it was divided accordingly in table 3:

Table 3: Research structure

PART I	Introduction
PART II	Assessing EI Competencies and their Influence on Leadership Styles
PART III	Capturing Organizational Support for fostering emotional intelligence

Source: created by the author

The aim for categorising interview questions into few subcategories was to maintain a structured approach that would aid in the discovery of predominant patterns after replies were compiled. This framework was useful in the later data processing phase, particularly when coding techniques were used. Coding was used not only to categorise data, but also to discover underlying concepts and examine connections within the data.

The interviews were conducted via Microsoft Teams platform, which made recording and transcription of the discussions possible. The interview guide was designed with simplicity in mind, ensuring that questions were presented properly and that all participants could easily understand them. This method also gave participants the opportunity to seek clarification or ask additional questions during the session. Given this participatory and clarifying approach, it was decided that pre-sharing the questionnaire with participants prior to the interviews was unnecessary.

The integrity of the measurement instruments is critical in qualitative research, and as Mohajan (2017) believes, reliability and validity are the pillars in evaluating these tools. Maintaining these two principles improves transparency in the study process and reduces the danger of researcher bias, as Singh (2014) emphasises in Mohajan's work. Researchers can maintain the accuracy of their studies and the trust of their audiences by following strict ethical and confidentiality rules. Due to that in the conducted research, interview participants were systematically coded using the acronyms “LT” and “SC” to denote their geographical origin. Specifically, interviewees from Lithuania were assigned a code ending in “LT” (for instance, I1LT), while those from Scandinavian nations, encompassing Denmark, Finland, Norway, or Sweden, were designated with a code concluding in “SC” such as I1SC. This coding methodology facilitated the categorization and analysis of responses based on regional distinctions and will be reflected further.

Furthermore, prior to initiating the interviews, participants were thoroughly briefed on their anonymity and the protection of their personal data, emphasizing the voluntary nature of their participation in the research. They were also acquainted with the subject matter using an introductory guide to the interview, which, along with the main interview guide, is included in Annex for reference.

3.4 Research analysis

Upon completing the empirical phase of the research, the utilization of coding schemes played a pivotal role in analysing the gathered data. As Pratt (2023) notes, coding and analysis are central to qualitative research, bridging the gap between study design, data collection, and the eventual discovery, theorizing, and presentation of findings. Common analytical methods in qualitative research include creating memos, narratives, cases, timelines, and figures from the data. Coding typically involves applying concise labels to significant elements in the data, which can be derived either inductively from the data itself or deductively from existing theories (Pratt, M. 2023).

Bihu (2023) underscores that qualitative data analysis is a crucial stage in qualitative research, with coding being a key component. Both deductive and inductive coding are employed to explore the research topics comprehensively. Deductive coding involves the pre-assignment of ‘a priori’ codes to segments of texts and transcripts, while inductive coding starts with the data, creating segments, categories, and generating codes from these (Bihu, 2023).

The analysis suggests that a combination of deductive and inductive coding is typically present in qualitative data analysis, and further investigation in certain areas is advisable.

This structured coding approach was essential in organizing and interpreting the qualitative data collected. The primary investigative questions that steered the study provided a systematic framework for the subsequent encoding of the dataset. This systematic analysis was crucial in transforming the raw interview data into categorized, codifiable units of meaning, enabling comprehensive thematic analysis aligned with the main research objectives of the study.

4. ANALYSIS OF THE FINDINGS

Securing interviews with the Project managers, Team Leads and especially department Heads towards the end of the year proved to be a significant challenge. Primarily due to the timing. As the whole organization wants to finish the initiatives/projects in the end of the year. In addition, quarterly planning for the next year is in December. To book an interview slot with some took 2-3 weeks of waiting. In addition, some rescheduling due to the busy calendar or the need reduce the time spent as the interviewee had urgent tasks to do. In addition to that as the average interview was about 30-40 minutes, not all interviewees had that much time, so some questions were skipped to shorten the length. This might potentially influenced the range and depth of responses received. Notably, there was a marked difference in the experience levels of the interviewees as well. Most Lithuanian interviewees had 2 to 8 of experience. Primarily, because Danske Bank Global Services in Lithuania operates for 10 years only. With one exception - a person who had worked for Danske Bank since its branch operations in Lithuania - this was not the case. On the other hand, respondents from Scandinavia had a noticeably greater range of experience within the organisation. It's possible that their different terms had an impact on their leadership philosophies. Additionally, the interviews were structured to encompass a diverse range of viewpoints, including both female and male leaders. This approach was intentional, aimed at capturing a comprehensive picture of leadership styles and practices within Danske Bank. The organization's broad leadership environment was reflected in the diverse spectrum of views provided by the balance of gender representation and a range of experience levels.

4.1 Findings of the interviews

Going into analysis of the interviews the research was based on application of Goleman's dynamic model of emotional intelligence, as simplified by Boyatzis. It was structured to go over through 4 components of that model: self-awareness, self-management, social awareness, and social skills. Overall, based on the interview findings Leaders at Danske Bank place a high emphasis on emotional intelligence. They recognize its importance in managing teams effectively, particularly in handling stressful situations and fostering a positive work environment. For example: "... I mean for me the most important thing is for a manager or leader to really have a high emotional intelligence. Because then you're working closely, there's a lot of different people and I think that's for sure, you know is a key driving factor for me, how you make sure that everyone is motivated and then then we see and that, yeah, you can find a way how to communicate with them." (I8LT).

There are noticeable differences in leadership styles between Lithuanian and Scandinavian leaders within the organization. These differences seem to stem from varying approaches to emotional intelligence, influencing how leaders interact with their teams and make decisions. First of all, it was assumed that there will be a big difference between Lithuanian versus Scandinavian interviewees in the level of emotional intelligence based on the cultural background, as it was discussed in the theoretical part. However, from the responses, it appears that both Lithuanian and Scandinavian interviewees demonstrate a high level of self-awareness, social skills, and adaptability in their roles, which are key components of emotional intelligence. For instance, respondents from both regions discussed their approaches to managing stress, adapting leadership styles to different team dynamics, and ensuring inclusive team environments. These insights suggest that while there may be cultural differences in how emotional intelligence is expressed or prioritized, the underlying competencies are present in leaders from both regions.

Looking more closely into the patterns, each of them will be zoomed in separately. Diving into how interviewees perceive their self-awareness, self-management, social awareness, and social skills can provide insights into the applicability of Boyatzis model. Also, how do they perceive leadership styles based on team dynamics and finalizing with their perspectives on engagement surveys, renew-review sessions, training programs, and other initiatives that Danske bank supports in fostering emotional intelligence. The interviewees provided valuable insights into the effectiveness of these strategies.

4.1.1 Self - awareness

In the area of **self-awareness**, the interviewees provided a range of insights into their strategies for handling emotions and stress in a professional context. For the Lithuanians (I1LT & I3LT), self-management seemed to revolve around recognizing the physical and emotional signs of stress and taking proactive steps to cope with them. Respondents highlighted the importance of taking breaks and employing reflective practices to process their emotions. For example I3LT: *“I feel it physically. That's my heart rate becomes higher. I feel you know this pressure on my first of all in my chest then in my head...”*

I1LT: *“So the ways how I can see stress on myself so it's it's the thing where I'm trying to to cope with everything myself... And it comes from this is a self-awareness, I'm working with. Because it would be better to to start talking to people and delegate some stuff and not taking everything to myself, but then at the same point when I'm stressed so I'm I'm used to to do so. And and then I'm I'm trying you know to think of of the new strategies I'm learning how to do that but still I'm I'm I'm on the way.”* The interviewee recognizes emotions and the impact it does.

The Scandinavians I2SC and I11SC, provided a perspective that focused on the importance of maintaining a balance between work and personal life. The respondent's experience in a high-pressure project role brought to light the distinction between positive and negative stress. They emphasized the role of communication with leaders as a key strategy in managing stress, which is a critical aspect of self-management in a leadership context. This approach reflects an understanding of the need to proactively manage one's emotional state to remain effective in a leadership role. I2SC emphasized listening to people and considering the broader. I12SC “Actually, I would say that in my work you need to have the emotional presence all the time because you need to feel where your target group is and how they respond on the different changes that I has responsible to implement and to take out in the organization.” The respondent indicated awareness of stress and its impact on decision-making. I11SC *“I think that I a couple of years back I ended up as a Project manager for for the biggest project that we ever had in Sweden for personal customers. And that really made me aware of the importance of having a great balance between work and private life. <...>. And if I get stressed, yeah, I I think there's a difference between good and bad stress because sometimes stress also can be a driver. So to say that you actually get things done and that is typical for our line of work. Sometimes we have a lot of things to do, sometimes to get a bit more calm. So but if it's a bad stress that where you don't feel that you can you can't proactively do something on to*

have an impact on it, then well the first thing I do is just to to reach out to my my leader and have a dialogue about it.” This provides insight into the awareness and management of stress in the context of leadership. The individual reflects on a challenging project that highlighted the importance of balancing work and personal life. They distinguish between good stress, which can be motivating, and bad stress, which is counterproductive. In cases of negative stress, their approach is to proactively communicate with their leader for support. This response showcases an understanding of emotional intelligence in recognizing one's stress levels and taking appropriate action to maintain personal well-being and work efficiency.

4.1.2 Self - management

Moving to **self-management**. The concept of self-management among leaders at Danske Bank is highlighted through various insightful quotes from the interviews. Lithuanian leader I1LT emphasized the importance of starting with a plan, especially in unfamiliar situations, stating: *“(Hmm...) planning actions and starting with step by step when especially having difficult situation where you haven't been before and you're not sure how to approach that and how to to deal with that situation. So sometimes it's about to start doing something and you know just sit down think of something logical not when being too emotional but at the same time you know just take a time think of something doing something and then start doing something. It's even sometimes when not having a full plan how to approach situation but just start doing something”*. Another Lithuanian leader, I3LT, spoke about stabilizing emotions and taking a moment to relax and breathe before making decisions, highlighting the significance of emotional regulation in self-management.

I1LT also discussed the value of open discussions and the significance of self-awareness in dealing with changes, indicating the importance of communication and reflection in leadership roles. I3LT further emphasized the role of physical activities and meditation in maintaining emotional strength, which in turn affects work-related decisions and team performance. I9LT, reflected on learning from challenging situations. Suggesting that acceptance and learning from experiences are crucial aspects of self-management. I3LT emphasized the continuous effort to be self-aware, especially in controlling emotions, which is crucial in both leadership and personal life. This leader also highlighted the importance of being responsive rather than reactive to situations, showing an understanding of emotional regulation in leadership. I3LT *“So first of all recognize OK my own emotions then how can I deal with*

that one? And the second one, what can I do to turn maybe other people's decision in one and another way what can have impact to to my team.”

I11SC from Scandinavia highlighted the balance between work and private life, particularly during high-pressure projects, illustrating the importance of self-care in maintaining professional effectiveness. Another Scandinavian leader, I10SC, pointed out the importance of recognizing signs of stress and taking steps to manage it without affecting the team, demonstrating the balance between personal stress management and team dynamics. I11SC also mentioned the importance of being aware of workload and having productive dialogues with managers and colleagues to manage stress and team performance effectively. I2SC from Scandinavia discussed the importance of perspective in understanding the bigger picture in challenging situations, indicating the role of experience and perspective in effective leadership. I2SC - *“The experience also helps on that so you can put things into the bigger bigger picture. So that is is this really really really important. Or is is this is a minor thing which is because sometimes you don't you, you don't see when you are really keen on to some funny little detail and feel that challenging it you don't necessarily see the whole picture. So I think so that it's important always to set the theme so that is this really important is this affecting to sort of have an impact of the issue. I think so that's the most important understand the full picture”*. Also, I2SC highlighted the role of experience in managing challenging situations and the need for calmness to handle stress effectively: *“well, I think that we in the daily work, I need to use my approach for the emotional and that sort of thing when I have the Management discussions if it's something that is very important to implement... So I try to always think about that. It's not me as a person it's it's the task that they want to have very quick delivered and that is not possible. So so you need to to sort of divide if it's personal or not in the job in the in those discussions and that could sometimes be sometimes, it is sometimes very hard because my job is me, me it's my personal. But I need to to be able to sort that out is not me for my person that we have a conflict on it's what I supposed to deliver. So so then then it could be that I need to sort of to say, sort the feelings out, this is the feeling part and this is the fact parts.”* This quote from the interview reflects a thoughtful approach to self-management, particularly in handling work-related pressures and conflicts. The interviewee emphasizes the importance of differentiating personal feelings from professional tasks. They acknowledge the challenge of managing expectations and time constraints in project delivery, highlighting the need to communicate effectively when faced with unrealistic demands. This approach shows an understanding that emotional intelligence involves not just recognizing

one's feelings but also being able to separate personal identity from professional responsibilities, thereby maintaining clarity and focus in decision-making.

This comprehensive view of self-management, as shared by the leaders at Danske Bank, encompasses planning, emotional regulation, self-care, communication, flexibility, and perspective, all of which are crucial for effective leadership.

4.1.3 Social awareness

In the realm of **social awareness**, leaders from Lithuania and Scandinavia at Danske Bank demonstrate a keen understanding of team dynamics and emotional intelligence. I4LT highlighted the importance of direct interaction with team members, stating, *“Sometimes I'm just going right to the person and asking are you OK?”* This method demonstrates an immediate, personal way of assessing team members' emotional status and providing support. I3LT emphasized the need for conscious communication: *“So yeah this is I guess a thumb of rule for me that you should be always conscious to whom you're talking with and you know and try to monitor how their emotions are changing during the meeting or calls.”* These quotes reflect a proactive and empathetic approach to understanding and responding to team member's feelings.

Scandinavian leaders also underscore the significance of maintaining strong social connections within the team. Regular team touchpoints and feedback mechanisms are key elements in their strategy to ensure team well-being and cohesion. This approach highlights the understanding that regular and open communication plays a vital role in recognizing and addressing the emotional needs of team members, thereby fostering a supportive and productive work environment. 12SC *“It's visible either so that people are either not feeling very well or they are saying it loudly or they are simply... it's visible that that people are not feeling well.”* in addition 12SC said *“And I and I also say that that whenever we are meeting on regularly. So, for example I am leading the team so that I have a regular team meetings on weekly basis then I'm also having 1:1 every week with everybody. So whenever you have a possibility to say things then.. It gives the possibility to people to have these touch points then it's, you are getting also the feeling easier than if you are not having those type of touch points on regular basis.”* Also I5SC *“Yeah, some team members might be harder to get along with and some are more smooth and focus on just delivering on the task. Some I'll like to discuss all different possibilities of the different things here. <...> So definitely I think if that happens and then then the leader also should go ahead and said, OK, we are here now, this is direction we*

are moving towards. Everybody needs to be on board on this or we are agreeing on that. And if not, OK, but this is the way we need to go to meet the deadlines or meet the task or the deliveries. We're supposed to be so, but normally in the high skilled colleagues it's not that big issue, but you always have some that they might have some challenges with something or don't feel enough appreciated or doesn't feel enough heard, for instance. And then we definitely need to do that just one by one also then not just in the team conversation also to try to fix and understand what is the issue, what is the problem. So how we can solve it. Also to have some One to One discussions also so that we have a a common platform that we're working on in the team toward to go through and try to deliver the what we're supposed to deliver here, the goals.”

Together, these insights from Lithuanian and Scandinavian leaders at Danske Bank provide a comprehensive view of social awareness in a corporate setting. They demonstrate the importance of direct communication, empathy, regular check-ins (One to Ones/1:1), and a keen understanding of team dynamics in nurturing a healthy, emotionally intelligent work environment.

4.1.4 Social skills

In terms of **social skills**, leaders from Lithuania and Scandinavia at Danske Bank have shared their unique approaches and perspectives, as highlighted in the interviews. From Lithuania, the importance of engaging in activities outside the professional environment was emphasized. I3LT articulated the value of building social relationships through team activities like volunteering, stating, “It's incredible experience because people are so happy being together and making good things for other people as well. So socializing outside professional life and having those team buildings or volunteering activities or anything else outside the bank” is crucial for fostering strong team relationships. Similarly, I7LT discussed the significance of being approachable and supportive within the team, noting, “I am always try to help if someone asks support or help or advice. So, I never say no... And I think people really appreciate this.” Adding to these insights, I1LT from Lithuania highlighted the delicate balance between being a leader and a manager, stressing the importance of being a human being who works with others, not merely as a directive figure. I1LT reflects on the value of being a trustworthy figure, one who is not necessarily seeking to be liked by everyone, but rather to find a genuine approach to working with people and ensuring their happiness, “If it shaped being human being I guess and not being just the one who gives tasks or something.”

And, actually I like that part a lot. You know, just being a human who works with not being a like you know we have those boss and leader. And sometimes it's it's very thin line between that, where it's just you know the by the book. But at the same time, when working with all my teams, it was more of being human and being the person a team can trust... I understand that you know being a manager it's, I'm not a candy. I shouldn't be you know kind of the one who everyone likes and I have my also character and et cetera. So that people might not like, but at the same time just to find their approach, how to to work with people and how to make them, you know, happy in the current situation. Because there are some situation that I can't change, but say if I can change and if I can do something for my employees, so I'll, I'll, I will always do that.” This statement underscores a social skill that involves emotional intelligence, empathy, and the commitment to act in the best interest of the team, which are qualities that enhance team dynamics and overall leadership effectiveness.

Scandinavian leaders focused on aspects like transparency, sharing best practices, and creating opportunities for team members to learn from each other. I2SC highlighted the importance of being transparent and honest, saying, “It's important to share best practices so that if somebody succeeds, then how this happened and also give people possibility to learn from each other, develop themselves.” I5SC emphasized the need for a comfortable and fun work environment: “I try to just create the atmosphere that this is what we are supposed to do and try to build the relations with the other ones to achieve that. So to get everybody and if we also need some fun, yeah, definitely.” I6SC spoke about leading by example, “being really open and sharing my thoughts and being also good team player.” Lastly, I10SC reflected on the broader implications of emotional intelligence in a corporate setting, acknowledging the challenges in understanding and managing team dynamics: “Understanding people I think is one of the key difficulties probably in corporate management and team management because you are working with people, you're not working with machines.” Also, I10SC mentioned: “Yeah. So usually in the teams where we work, some people will be experts on some things. So we sort of it's one thing to make sure everyone is included, but we also need everyone to be included because if we are trying to figure something out, if we have people invited to a meeting or a project, it is because they they are bringing a key component into this. So we do try to make sure that we're listening to everyone.”

These insights from the interviews demonstrate a comprehensive understanding of social skills in a corporate environment. Leaders from both regions underscore the importance of building relationships, maintaining transparency, fostering a positive and engaging work

atmosphere, inclusion into decision making and recognizing the human element in team management. Findings distributed in the table 4.

Table 4: Summary of findings (1)

Emotional Intelligence Competency	Lithuanian Interviewees (LT)	Scandinavian Interviewees (SC)
Self-Awareness	Discussed recognizing and managing emotions, taking breaks during frustration, and dealing with stress.	Mentioned understanding personal stress signs and using experience to handle difficult situations.
Self-Management	Talked about planning actions, emotional regulation, learning from challenges	Focused on understanding the big picture in stressful situations and maintaining a calm attitude.
Social Awareness	Emphasized open discussions and One to One (1:1) sessions to understand team emotions and needs.	Described visible signs of team discomfort and the importance of regular team meetings and One to One (1:1) sessions.
Social Skills	Highlighted the importance of team-building activities and volunteering for fostering team relationships, approachability, supportiveness, trust.	Stressed transparency, sharing best practices, and giving team members opportunities to develop and learn from each other, leading by example.

Source: created by author based on the interviews

4.1.5 Exploring the Impact of EI on Leadership and Team Dynamics

The leadership traits exhibited by Danske Bank leaders in the Nordic region and Lithuania align well with the academic findings about leadership styles in these areas. Scandinavian leaders at the bank showcase traits described by Brun (2019), emphasizing a nurturing, empathetic, open, and inclusive leadership style. This is exemplified by I5SC's

approach to creating a comfortable and engaging work environment: “I try to just create the atmosphere... and try to build the relations with the other ones to achieve that,” and I2SC's focus on transparency and sharing best practices, resonating with the Nordic values of openness and collaborative leadership. I2SC: “It's important to share best practices so that if somebody succeeds then how this happened and also give people possibility to learn from each other, develop themselves.”

In Lithuania, the leadership style reflects a transition towards more collaborative and people-oriented approaches. This shift aligns with the post-independence societal transformation in Lithuania. I3LT emphasizes team-building and social activities outside of work, “socializing outside professional life and having those team buildings or volunteering activities,” while I7LT shows an approachable and supportive style, “I am always try to help if someone asks support or help or advice. So, I never say no.” These traits resonate with studies indicating a move towards softer, more adaptive leadership attributes in Lithuania.

In summary, while Scandinavian leaders at Danske Bank display traits of openness, transparency, and inclusivity, Lithuanian leaders are evolving towards more collaborative, innovative, and people-centric leadership styles. These variations highlight the cultural and regional nuances in leadership within the framework of emotional intelligence at Danske Bank.

In analyzing the leadership styles at Danske Bank, particularly through the theoretical lenses of transformational, transactional, and laissez-faire leadership as outlined by Bakanauskiene, I. et al. (2009), Simanskiene, L. (2021), and Valldeneu et al. (2021), it becomes evident that the predominant style among both Lithuanian and Scandinavian leaders leans towards transformational leadership, especially when examining team dynamics. For example I11SC: “I when I started this role there wasn't anyone having this role in Sweden. So I was in from the beginning and I have learned as I go along and I've tried to pick the cherries...” This quote indicates adaptability and continuous learning, key aspects of transformational leadership.

Lithuanian leaders, as evident in their interviews, focus on enhancing team performance and emotional intelligence. I4LT discusses practical steps taken for team development: “But I was willing to work this year on the emotional intelligence part and the team had a request to have a workshop to better understand each other.” Additionally, I1LT's approach to team building, “I am all the time encouraging to do volunteering,” and I4LT's creation of a trust environment in the team further underscore their focus on transformational leadership. I4LT: “And based on the profile the person has and the strengths we managed to create the trust environment in the team and the collaborative atmosphere...”

Scandinavian leaders emphasize more structured and inclusive team dynamics. I6SC's strategy of delegating roles to facilitate collaborative decision-making, *“One thing I have tried to do is to delegate the roles in our team,”* and I5SC's monthly meetings to discuss challenges, *“with some smaller groups... from the different leaders,”* are reflective of a more transactional yet inclusive leadership approach.

These quotations from both Lithuanian and Scandinavian leaders at Danske Bank offer a nuanced view of their leadership styles. While Lithuanian leaders tend to emphasize team-building and workshops for fostering emotional intelligence and trust within teams, Scandinavian leaders focus on creating functional team structures with a strong emphasis on delegation and inclusive meetings. This comparative analysis reveals a diverse range of leadership approaches within the bank, with a predominant tilt towards transformational leadership, highlighting the importance of adaptability and personal growth in modern leadership practices.

4.1.6 Danske bank role in fostering Emotional intelligence

The **engagement surveys** for leaders at Danske Bank from Lithuania (LT) and Scandinavia (SC) highlight distinct perspectives on assessing well-being and satisfaction. LT leaders find the surveys somewhat challenging for employees, yet crucial for expressing opinions and identifying trends. They appreciate the insights gained, especially regarding work flexibility and strategy understanding. SC leaders see the surveys as beneficial for facilitating discussions and providing feedback, though the timing can affect the accuracy of results. Both LT and SC leaders believe in their value, but also see room for improvement in methodology. Similarly the same trends are perceived on **renew-review** sessions. They are recognized as valuable tools for organizational dynamics, personal development, and performance evaluation. These sessions are appreciated for their structure and the support they provide to leadership work. However, there is also a recognition that while they are aimed at tracking progress and improving engagement, there might be room for improvement in their execution. The leaders express various perspectives, indicating both the positive impact of these sessions when used effectively and the challenges associated with them. Leaders from Scandinavia, like I6SC, appreciate the sessions for their established structure and contribution to leadership activities over many years. In contrast, some Lithuanian leaders, such as I4LT and I7LT, express concerns about the sessions' focus on results and formality, suggesting they may not fully support employee well-being and could benefit from a more personalized approach. For

example: I4LT “(Hmm) Review - renew sessions have more about the personal goals and development of employees and actually the majority think it's, it's a bit stressful for them and it's always the time that's not enough or or the methods they use do not work, but actually they do not see it like a part of emotional side or well-being at work”. While I8LT from Lithuania recognizes the importance of these sessions in performance evaluation, there is an emphasis on the necessity of regular interaction between evaluations to truly support progress. I9LT adds a note of caution regarding the potential bureaucratic burden these sessions can impose when they become too detailed and lose their intended purpose of genuine performance development. Example: “Overall, my view of this is those renew - review sessions is very positive as long as it's not made extremely official and detailed”.

Scandinavian leaders, such as I12SC and I10SC, note that the sessions' success heavily relies on the manager's ability to effectively conduct them and clearly communicate their objectives. Example of I10SC: “Yeah, I mean I think the how the renew and review sessions work really depends on your manager, because I think I know they are set up in a way that's supposed to be structured, but I don't think every manager uses the same approach to them. But I think regardless of how the manager approaches it, I of course think it's good to have some type of formalized feedback and sort of evaluation of your progress.” Similarly, I2SC underlines the importance of these sessions in fostering team dialogue and ensuring that feedback leads to actionable outcomes.

In summary, both LT and SC leaders acknowledge the value of renew-review sessions in Danske Bank's organizational dynamics, while also highlighting areas for improvement to maximize their effectiveness. These insights from both LT and SC leaders illustrate a nuanced view of renew-review sessions, highlighting their integral role in organizational culture and the varying degrees of effectiveness based on leadership implementation and the methods used.

Overall assessing all the answers from 12 interviews the clear trend was found that both Lithuanian and Scandinavian leaders at Danske Bank are aware of various initiatives and efforts to foster emotional intelligence within the organization. However, Lithuanian leaders tend to view these initiatives positively, while Scandinavian leaders offer a more critical perspective, suggesting areas for improvement. Looking into to all aspects separately and starting from **Initiatives for EI development**.

There were variety of initiatives mentioned and most of them in summarized table 4 reveals that there isn't much difference between the answers of Lithuanians versus Scandinavians. For example Lithuanian interviewees mentioned Family day: “I would say what I as well like the initiative one of the initiatives that I find very great is the Family Day” (I9LT).

Same as Scandinavians: I6SC “Yeah, yeah, actually we we had just two weeks ago day when when our employees ,they they have chance to bring their kids to the work, work, working place. So it was this kind of Family Day”.

Danske Bank has implemented various initiatives to foster emotional intelligence among its employees. As noted in the interviews and also highlighted in the theoretical part of the thesis:

- *Mental Health Week*: This initiative is celebrated as an important reminder of the critical role mental health plays in the workplace and its reflection on work performance. It's seen as a vital part of emotional intelligence development at Danske Bank .
- *Diversity and Inclusion Activities*: These activities are integral to the bank's efforts to cultivate an inclusive environment where all employees feel valued and understood. Such initiatives contribute to enhancing emotional intelligence by promoting understanding and acceptance of diverse perspectives.
- *Family Day*: Recognized as a great initiative, Family Day emphasizes the balance between work and personal life, indirectly supporting the development of emotional intelligence by acknowledging the importance of employees' family roles and well-being .
- *Volunteering Activities/ “Time to give”*: Engaging employees in volunteering offers opportunities for team building and developing empathy, which are key components of emotional intelligence .
- *Personality Tests and Team Workshops*: By conducting personality tests and workshops, Danske Bank enables employees to gain insights into their own and their colleagues' behavioural patterns, promoting better teamwork and communication.

These initiatives, as described by the leaders at Danske Bank, illustrate the organization's commitment to developing emotional intelligence competencies among its employees, thereby enhancing the overall organizational culture and team effectiveness.

The initiatives at Danske Bank aimed at supporting the development of emotional intelligence appear to be well-rounded and multifaceted, addressing various aspects crucial for fostering a supportive and empathetic work environment. The leaders' responses suggest that while the bank has implemented significant measures of initiatives always it could have been done more. Those reflections were the same among Lithuanians and Scandinavians.

Danske Bank's initiatives to enhance emotional intelligence are deeply connected to its core cultural values: "Team Up," "Own It," and "Be Open." These values are fundamental in shaping the organization's approach towards emotional intelligence development. As I9LT notes, *"I think Danske Bank is doing a very good job on these values that they are presenting,"* highlighting the effective implementation and manifestation of these values in the bank's initiatives. This effective incorporation of values is further reinforced by I1LT's observation, *"I guess that's emotional intelligence comes the most from those values."*

These values serve as guiding principles for the bank's initiatives like Mental Health Week, Family Day, Diversity and Inclusion activities, and various training and development programs. In addition helps to facilitate Renew-Review sessions. "Team Up" is reflected in the collaborative aspects of these initiatives, fostering a sense of unity and teamwork. The "Own It" value is evident in encouraging personal accountability and proactive involvement in personal and team development. Finally, the value of "Be Open" aligns with the bank's efforts in promoting transparency, open communication, and embracing diversity. These cultural values not only form the basis of Danske Bank's approach to emotional intelligence but also signify the organization's commitment to cultivating a supportive, inclusive, and empathetic work environment.

Table 5: Summary of findings (2)

Aspect	Lithuanian Leaders (LT)	Scandinavian Leaders (SC)
Initiatives for EI Development	Mental Health Week Family day Diversity & Inclusion activities Volunteering (Time to give) Leadership trainings/ (Leading with purpose) Personality tests as Strength finder Other outside courses as Burnout session	Mental Health Week Family day (only Finland) Diversity & Inclusion activities Volunteering (Time to give) Leadership trainings/ (Leading with purpose) - -
Engagement Survey/ Renew - review sessions	More or less everyone agreed that both tools are good.	Similarly everyone agreed its a good tools with room for improvement in execution.

Danske bank Investment in EI Development	More or less everyone agreed that efforts are welcomed and they recognized the value of each initiative. However, hinting at a need for deeper integration.	More or less everyone agreed that efforts are welcomed and they recognized the value of each initiative. However, pointing towards enhancing the scope and effectiveness of these initiatives.
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Source: created by author based on the interviews

These findings (table 5) suggest that while both Lithuanian and Scandinavian leaders at Danske Bank exhibit strong emotional intelligence competencies, there are nuanced differences in their approaches. Lithuanian leaders seem to focus more on personal reflection and adapting to individual team member needs, whereas Scandinavian leaders emphasize broader team dynamics, transparency, and listening skills. These insights contribute to understanding the cultural and regional differences in leadership styles within the framework of emotional intelligence at Danske Bank.

4.2 Limitations of the Methods and Findings

The master thesis titled “Emotional Intelligence as an Essential Skill for the Leader: Case Study of Danske Bank” embarks on an in-depth exploration of the pivotal role emotional intelligence (EI) plays in the banking sector, with a particular emphasis on dissecting the leadership styles at Danske Bank. This investigation is of significant relevance in the current corporate landscape, where EI's influence is paramount not only in enhancing organizational efficacy but also in augmenting employee welfare, especially within the dynamic realm of banking.

The research approach predominantly hinged on qualitative methodologies, primarily through comprehensive interviews with leaders at various hierarchical levels from both Scandinavian and Lithuanian of Danske Bank. This method, while providing rich, nuanced insights, encountered certain constraints that are crucial to acknowledge.

Firstly, the timing of the interviews presented a substantial challenge. Engaging with project managers, team leads, and particularly department heads towards the year's end was complicated due to their heavy involvement in wrapping up annual initiatives and engaging in

strategic planning for the forthcoming year. This scheduling dilemma might have constrained the depth and diversity of the responses, potentially affecting the overall findings.

Secondly, a notable variability in the experience levels of the interviewees was observed. Most of the Lithuanian participants had relatively limited experience, reflecting Danske Bank's relatively recent establishment in Lithuania. In contrast, Scandinavian respondents demonstrated a more extensive range of experience within the organization. This disparity could have influenced their perspectives and approaches to leadership, thereby impacting the study's conclusions.

Thirdly, the study ventured to uncover distinct cultural and regional differences in EI between Lithuanian and Scandinavian leaders. However, the results indicated that leaders from both regions exhibited high levels of self-awareness, social skills, and adaptability. This finding challenges the initial hypothesis of substantial differences based on cultural backgrounds, suggesting a more homogeneous application of EI across the regions.

4.3 Recommendations

In light of these findings and limitations, several recommendations emerge for future research and practical applications. First of all, broadening research perspective. While the current study has primarily focused on EI as perceived and implemented by leaders at Danske Bank, it is equally important to investigate how EI is experienced and valued by the employees. Understanding EI from the employees' viewpoint would offer a more holistic perspective on its impact within the organization. Such an approach could reveal how leadership styles influenced by EI resonate with the workforce, potentially uncovering areas for further development in leadership practices. Future research endeavors should aim to incorporate a diverse area of employee experiences and viewpoints. This could involve conducting surveys or interviews with employees across different departments and levels within Danske Bank. By capturing a broad spectrum of employee insights, the research could provide a more nuanced understanding of how EI in leadership is perceived across the organizational hierarchy and whether it aligns with the employees' expectations and needs.

Given the initial findings that suggest a relatively uniform application of EI across different cultural contexts within the leadership at Danske Bank, it would be insightful to explore whether employees share this perception. Investigating how employees from various cultural backgrounds respond to and value different aspects of EI in their leaders could further elucidate the role of cultural nuances in shaping effective leadership.

The current study highlighted the implementation of various EI-focused initiatives and training programs within Danske Bank. Future research should assess the effectiveness of these programs from the employees' perspective. Understanding how these initiatives impact employees' job satisfaction, engagement, and performance could provide valuable feedback for refining and enhancing these programs. Gathering direct feedback from employees on existing EI initiatives could lead to more employee-driven recommendations. This participatory approach ensures that future initiatives in emotional intelligence development are aligned with the actual needs and preferences of the workforce, fostering a more inclusive and responsive organizational culture.

In conclusion, while the current thesis sheds light on the critical role of EI in leadership at Danske Bank, extending this research to include the employees' perspective would provide a comprehensive view of EI's impact throughout the organization. Such an inclusive research approach would not only validate the findings from the leaders' perspectives but also offer a more rounded view of the effectiveness of EI in shaping a positive, productive, and emotionally intelligent workplace environment.

Even though, the thesis significantly contributes to the discourse on EI in leadership, particularly highlighting the nuanced influence of cultural contexts on its effectiveness within teams. The insights from the leadership at Danske Bank offer invaluable perspectives that could guide other organizations in enhancing their leadership capabilities through the lens of emotional intelligence. The recommendations provided not only address the identified limitations but also pave the way for more robust, culturally aware, and emotionally intelligent leadership practices in the banking sector and beyond.

CONCLUSIONS

The Master's thesis on "Emotional Intelligence as an Essential Skill for the Leader: Case Study of Danske Bank" delves into the critical role of emotional intelligence (EI) in the banking sector, particularly focusing on Danske Bank's leadership styles. This study, through qualitative interviews across various leadership levels in Scandinavian and Lithuanian, has illuminated the multifaceted relationship between EI and leadership.

The research underscores the significance of emotional intelligence as a cornerstone of effective leadership. It highlights how leaders at Danske Bank, irrespective of their geographic location, harness EI to manage teams adeptly, adapt to dynamic environments, and balance work-life pressures, contributing to the organization's overall success. The study revealed a

strong inclination among leaders toward a transformational leadership style, hallmarked by high levels of emotional intelligence. This finding resonates across both Lithuanian and Scandinavian leaders, who demonstrated proficiency in understanding their own emotions and those of their team members, alongside the capability to tailor their leadership approach accordingly.

A key aspect of the thesis was the application of Goleman's dynamic model, as simplified by Boyatzis, in the leadership practices at Danske Bank. The findings showed that leaders from both regions exhibited competencies across all four components of the model: self-awareness, self-management, social awareness, and social skills. This was indicative of a leadership approach that values empathy, open communication, and personal development.

While the initial goal was to identify significant differences in emotional intelligence between Lithuanian and Scandinavian leaders, the study revealed a more nuanced reality. Leaders in both regions displayed high levels of emotional intelligence, though their application and emphasis on certain EI aspects slightly varied due to cultural influences. The study also assessed the effectiveness of Danske Bank's initiatives to foster emotional intelligence among its leaders. These initiatives were generally well-received, but feedback from leaders indicated areas for improvement, suggesting the need for deeper integration and broader application.

In light of these findings, the thesis puts forward several recommendations. Future studies should explore the impact of leaders' emotional intelligence on employees to understand how EI-driven leadership styles are perceived and experienced by team members. This would provide a more comprehensive view of EI's effectiveness in enhancing team dynamics and performance.

Additionally, Danske Bank should continually develop and refine its emotional intelligence initiatives. Regular evaluation and adaptation of these programs are essential to meet the evolving needs of both leaders and employees. Leadership development programs should also incorporate elements that address the subtle cultural differences observed, ensuring leaders are well-equipped to manage diverse teams effectively.

In conclusion, this thesis has significantly contributed to understanding the role of emotional intelligence in leadership within Danske Bank. The insights gathered from both Lithuanian and Scandinavian leaders provide valuable directions for future research and practical applications, aiming to enhance leadership effectiveness and foster a collaborative, emotionally intelligent work environment.

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ANNEXES

ANNEX 1

Table 6: Leadership style Statements about the leader behavior with the concentration on team dynamics

Leadership style	Statements about the leader behaviour
Transformational style	<ul style="list-style-type: none"> ▪ <u>Encourages Team Goals</u>: Promotes a team-first attitude by prioritising group aims over individual interests. ▪ <u>Encourages Growth and Participation</u>: Actively promotes team members personal and professional development and encourages enthusiastic participation in team activities. ▪ <u>Encourages Trust and Consensus</u>: Establishes a trust-based team environment that emphasises mutual respect and consensus in decision-making. ▪ <u>Encourages Open Communication</u>: Values and listens to the opinions and suggestions of team members, ensuring open and inclusive communication. ▪ <u>Enhances Team Synergy</u>: Makes use of charisma and ethical leadership to improve team unity and alignment with the organization's values and goals.
Transactional style	<ul style="list-style-type: none"> ▪ <u>Role-Specific Performance</u>: Emphasises the importance of team members strictly complying to their assigned tasks and responsibilities. ▪ <u>Clear Objectives and Expectations</u>: Outlines specific goals and consequences of actions clearly to the team. ▪ <u>Rule Adherence</u>: Stresses the need of adhering to established rules and processes. ▪ <u>Directive Leadership</u>: Makes decisions and assigns tasks from the top down. ▪ <u>Control and Authority</u>: Maintains firm control while focusing on efficiency and risk reduction.

Laissez-fair style	<ul style="list-style-type: none"> ▪ <u>Reactive Problem-Solving</u>: The leader avoids proactive problem-solving by addressing issues only when they become critical. ▪ <u>Limited Motivation for Innovation</u>: There is little incentive for team members to experiment or innovate in their tasks. ▪ <u>Immediate Tasks</u>: The leader focuses on day-to-day operations, typically without long-term strategic planning. ▪ <u>Decision-Making Avoidance</u>: Decisive leadership is generally avoided, particularly in complex or significant topics. ▪ <u>Inaccessibility</u>: The leader is frequently unavailable or inaccessible when the team requires him or her.
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Source: author; Bakanauskiene, I. and et (2009); Simanskiene, L. (2021); Valldeneu, et al. (2021)

ANNEX 2

Table 7: Interview guide

<p>“Hello,</p> <p>I am sincerely grateful for your willingness to contribute your time and insights to our upcoming interview. Your participation is invaluable to the research I am conducting for my Master thesis.</p> <p>Before we start, I would like to request your consent to record our conversation only for academic research purposes. Be assured that once the interview is transcribed, the recordings will be securely disposed of in strict adherence to privacy and data protection standards.</p> <p>I would also like to take this opportunity to briefly introduce you to the main theme of the research, which is emotional intelligence role within leadership in Danske Bank's organizational context. Your perspective will significantly enrich this study.</p> <p>Please note, I have intentionally not provided the interview questions in advance to encourage a spontaneous and natural discussion. Except, in the meeting invite I shared that the definition* of Emotional intelligence used in the thesis to avoid. However, please feel comfortable to pause at any time to ask for clarification on any questions during the interview.</p> <p>Thank you once again for your invaluable participation. I am looking forward to our conversation.”</p> <p>* Emotional intelligence - The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.</p>
<p>Additional confidentiality disclaimer:</p> <p>As the research will be done among Danske bank employee's additional rules of confidentiality must be ensured.</p> <ul style="list-style-type: none"> • The researcher will not share any confidential information of the participants, including any identification of their precise department. • The details of the participants will not be disclosed, and the privacy of the participants is ensured. • The respondents will take part in the research only if they are willing to participate.

- The questions will not be shared before the interview and the researcher will not influence the respondent in answering the questions during the interview.
- All the respondents will be given equal treatment.
- The participants will be briefed about the research and the usage of their information in the research in the invite.

Source: created by the author

Table 8: Interview questions

Part I: Introduction	
<ul style="list-style-type: none"> • Could you briefly outline your current role and responsibilities within Danske Bank? • Where are you located? • Could you please specify the typical or average size of the teams you manage or lead in your current role? • How long do you work in Danske bank? • Can you identify your gender? 	
Part II: Assessing EI Competencies and their Influence on Leadership Styles	
self-awareness	<ul style="list-style-type: none"> • Can you share an instance where your self-awareness of emotions helped you to manage a difficult situation at work? How did this awareness influenced your leadership approach? • How do you identify signs of stress or pressure in yourself, and in what ways has this self-awareness shaped your leadership decisions or strategies?
self-management	<ul style="list-style-type: none"> • Could you describe a time when you had to adapt your leadership approach to manage a sudden change or crisis effectively within your team? • When faced with professional challenges, what strategies do you employ for maintaining focus and motivation? How does this ability to self-manage impact your team's performance?

social awareness	<ul style="list-style-type: none"> • Can you give an example of how you have leveraged your understanding of the team's emotions to improve project/initiative outcomes or team performance in general? • How do you ensure you're considering the needs and concerns of individual team members during project planning and execution?
social skills	<ul style="list-style-type: none"> • What approaches do you use to foster good relationships and effective teamwork within your department? • Describe a project or initiative where your enthusiasm and passion significantly contributed to the team's success. What strategies did you employ to keep the team motivated? • How do you ensure that all team members are included and their perspectives valued, especially when dealing with cross-cultural teams?
Exploring the Impact of EI on Leadership and Team Dynamics	<ul style="list-style-type: none"> • How have you adapted your leadership approach to improve team performance and collaboration? Do these adaptations reflect common practices in your cultural background? • Reflecting on your experiences, how do you think your emotional intelligence has shaped your overall leadership style? • In your opinion, what role does emotional intelligence play in enhancing team cohesion, productivity, and overall success?
Part III: Capturing Organizational Support for fostering emotional intelligence	
Organizational cultural values	<ul style="list-style-type: none"> • In your view, how effective is the Engagement Survey as a means of assessing overall wellbeing and employee satisfaction within Danske Bank? • Could you share your perspectives on the twice a year renew-review sessions? How do they contribute to the organizational dynamics? • How do you perceive the impact of Danske Bank's core values - team up, own it, and be open - in fostering and reflecting emotional intelligence within the organization?

Organisational initiatives

- Can you identify and discuss a few key initiatives at Danske Bank that focus on emotional intelligence development that you are aware of?
- Have you personally taken part in any of these initiatives (such as Grow@Danske, Leader with Purpose, or other internal/external courses)? What were the outcomes, and how did they impact your approach to leadership and team management?
- How have these experiences influenced your job environment? Did you apply anything to help your team to have better communication/collaboration?
- Do you believe Danske Bank invests sufficiently in the development of emotional intelligence among its employees? Where do you see room for improvement?
- Is there any additional insight or experience related to emotional intelligence at Danske Bank that you think is important to share?

Source: created by author and used Goleman five-dimensional mixed model refined by Boyatzis

ANNEX 3

Interview Transcript (IILT)

00:00:05-->00:01:04

Interviewer

<...> So, hello once again. Thank you so much for participating in this research. So I would just remind you that we will be talking about emotional intelligence role with the leadership in Danske Bank organizational context and the questionnaire will be split in three parts. So the first part will be more like general one. In the second, we will go through the four attributes of emotional intelligence and the questions will be related to that. And the third part will be more about Danske Bank and how it embraced the emotional intelligence. So without further do, can you briefly outline your current role and responsibilities within Danske bank?

00:01:04-->00:01:44

IILT

So I'm head of Personal Customers Hub in Lithuania and that's Department where we have soon enough 20 people and that's not only Lithuanians but also our colleagues from Nordic countries. And why was that the second part of the question? So they're all and responsibilities? (*interviewer nodding the head*). So responsibilities, it's majority of HR responsibilities and leadership. At the same time, strategic planning of the activities for Personal customers Hub for the future and collaboration of stakeholders.

00:01:44-->00:01:54

Interviewer

OK. And then you already said that like the size of your team is about 20 people right now, right?

00:01:54-->00:01:55

IILT

Department.

00:01:55-->00:02:00

Interviewer

Yeah, department. OK. And then can you tell me how long you're working in Danske Bank?

00:02:04-->00:02:04

I1LT

8 years.

00:02:04-->00:02:33

Interviewer

OK, thank you. So the first part is over and we are moving to the second one. And the first part of that will be the questions related to the self-awareness. So can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work and how does this self-awareness influence your leadership approach?

00:02:33-->00:03:36

I1LT

First example what comes to to my mind it's it's being aware, aware of emotional splashes. Let's say emotional things when something is is not happening or not happening as according to the plan and etcetera. So when feeling frustration and feeling you know not so positive. So what I'm usually doing so then I'm taking a break. And then I'm saying that's OK so I'll deal with that next day, because that's the the best thing to do, because when I'm having the tough emotions I'm I'm a bit of I don't want to to to take decisions on having that emotional feelings and background. So then I'm dealing with that next day and usually my brains goes a bit of more constructive actions.

00:03:36-->00:03:51

Interviewer

OK. And then how do you identify signs of stress or pressure in yourself and in what ways has this self-awareness shaped your decisions or strategies at work?

00:03:51-->00:03:56

I1LT

Can you repeat once again because that there were three questions, I guess this is the one.

00:03:56-->00:04:11

Interviewer

OK. How do you identify signs of stress or pressure in yourself and in what ways that has, this self-awareness, shaped your decisions or strategies at work?

00:04:11-->00:05:18

IILT

So the ways how I can see stress on myself so it's it's the thing where I'm trying to to cope with everything myself and. And it means that you know I'm somewhere and I'm doing a lot of stuff, but it's not so visible and when you can't see me on the floor or you can't see me you know in the same way I'm I'm doing, I'm usually doing. If like you know being more social and and having fun and etcetera. So that that means that I have a lot of on my table and I'm dealing with a lot of things my myself. And it comes from this is a self-awareness, I'm working with. Because it would be better to to start talking to people and delegate some stuff and not taking everything to myself, but then at the same point when I'm stressed so I'm I'm used to to do so. And and then I'm I'm trying you know to think of of the new strategies I'm learning how to do that but still I'm I'm I'm on the way.

00:05:18-->00:05:44

Interviewer

OK, nice. Then we are moving to the self - management and could you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situations situation within your team?

00:05:44-->00:07:22

IILT

(Thinking) My managers have changed. So that's all the time because you need to adjust to new manager and to ways how you can work the better. In the best way if a new manager and it depends on on manager's type let's say. If that's the manager who wants to to get you know a lot or we are talking only about the the performance at work and etcetera. So that then you you can see how you can approach situation and what kind of relations you can have with manager. At the same time it's it's always you know trying to to have that in all relations with my employees and with my manager having the personal touch and not being only about the work and only about the you know deliveries. So that's what that's what I'm having. And at the same time trying to understand, you know, both manager and employees, what's happening and

maybe you know something is happening in personal life and something is happening, you know around them if their actions has changed, if their behavior have changed. And I'm very careful if asking the questions about that, because you know, we are very different and some people wants, want to share and some people want to to keep that for themselves. But it's always, you know trying to show that I'm here if if needed. Not, pushing and proactively, you know just asking straight to the point. Sometimes I'm I do when I feel like you know, I can ask that person. But usually I'm very careful, especially about the personal Life.

00:07:22-->00:07:35

Interviewer

And then when faced with professional challenges, what strategies do you employ for maintaining focus and motivation,

00:07:35-->00:08:15

IILT

(Hmm...) planning actions and starting with step by step when especially having difficult situation where you haven't been before and you're not sure how to approach that and how to deal with that situation. So sometimes it's about to start doing something and you know just sit down, think of something logical, not when being too emotional, but at the same time, you know, just take a time, think of something, doing something and then start doing something. It's even sometimes when not having a full plan how to approach situation, but just start doing something.

00:08:15-->00:08:27

Interviewer

OK. And do you think that this ability of self - management impacts your team performance as well?

00:08:27-->00:08:50

IILT

(Thinking...) I think yes, it impacts. Because sometimes I can see that we are navigating in in the environment we are not sure you know what will happen in half a year or something. But at the same time trying to to get the best of the current situation what we have now.

00:08:50-->00:09:13

Interviewer

OK. So then we are moving to the social awareness and can you give an example of how you have leveraged your understanding of teams emotions to improve in your case, I guess more team performance, not particular projects?

00:09:13-->00:11:03

IILT

(Thinking...) It's about having those open discussions and having 1:1 what I'm really fan of and even if I'm super busy, so this is the the last thing I would want to cancel. Just to to check on the person and you know how we are doing. At the same time having some more discussions and more discussions. It was the same you know open discussions with "Burnout session" and now the the planned trainings with "Change management". And the the thing was, that I was impressed after talking to to that external trainer. It was about the self-awareness of how we can deal with changes and etcetera. Because I can see that we need that in in this part of organization. We need as being ambitious, we need to think of our self and you know not to to be very ambitious and then to have a burnout. Because that's you know, no one wants that, not an employee and not you know the manager, because that's you know at the end that's that's not not a good thing that delivers and etcetera. It's better to have that steady, than to have that you know in a in a different stages and at the same time you know those changes. How to accept those changes when we have a lot of those, and how to to manage to deliver through changes and to you know deliver through times where we're not sure. The same you know what are we doing in in half a year, but still how to focus on on delivering in in that kind of environment.

00:11:03-->00:11:15

Interviewer

OK. And then how do you ensure you are considering the needs and concerns of individual team members during the project?

00:11:15-->00:12:10

IILT

I guess that's the same to hear what's happening to know to be on, not on the top but at least you know to I don't want to do micromanagement, because that's the the thing I don't like to do. But basically you know when having those 1:1 or having you know discussions about so where are we and what are we doing. So you can have a feeling everything is fine and then you can have a trust and when you can have a trust so then you you know that if something will happen so you will be notified of that or if that's something is happening you know and you are getting the the message from somewhere else. So then to to take that from there and to maybe to have some coaching session or or something you know if some some decisions on on the situation.

00:12:10-->00:12:30

Interviewer

OK then we are moving to the social skills. (*IILT coughing*) Let me know when you're ready. OK, So what approaches do you use to foster good relationships and effective teamwork within your department?

00:12:30-->00:16:41

IILT

I think for example even the last session that we had on Friday that I presented PC organization. I am organizing many of those sessions that everyone would be aware of us and also team building activities. I am all the time encouraging to do volunteering. Maybe I*** is doing more, to organize that, but I am supporting her. And I think that due to being you know busy and this especially autumn it it was a bit of not on the main deliveries. But at the same time you know I'm always up to to have more collaboration and and more things what's happening around. And at the same time it's it's good because it's good to have the team as I have, just because they are doing that thrselves. I don't need to to you know take a couple of them and you know and now you go and have coffee, because they are doing that naturally. And then you know if if we need more of that. So then we we are doing something of you know some additional events and and some additional talks and discussions. And sometimes you know I'm doing those Tuesday meetings with no agenda just because of you know having some team time and having you know kind of sharing. So what are we doing kind of et cetera. And I know that sometimes when when I'm talking to I*** and she's like, but we don't have anything on agenda. Yeah, but let's meet you know those who doesn't want to stay you know afterwards after official topic so they can leave if that's not up to their you know interest, but the rest let's have, you

know a talk, let's have some a bit fun and and time together. So that's also important for me to have those. I know the organization quite well in those 8 years and I know a lot of stakeholders and sometimes let's say when I'm talking to my employees, I already know he or she needs to meet. I have the road map in my head and I think it's a very nice feature and it really helps me to direct people. Also, I think it's it really helps and that's you know both helps if individual discussions but at the same time it helps to to promote my department. You know help as such and you know and just to have talks with someone who knows someone who knows someone and then at the end even if you don't have the immediate benefit from that but then at some point it comes it comes back. With like OK so yeah we we know about you and let's let's have more you know collaboration or discussions. It's and it's not that I'm very social as such. Sometimes I need time to, you know just to and that's also awareness. Sometimes I need just to you know spend all day on the sofa and to not talking too much. But at the same time you know when when having a chance to to represent, you know the team and and you know my employees, I'm usually doing that and I'm using that chance to do so.

00:16:41-->00:17:07

Interviewer

Yeah. So the next question, it's a bit related and all of them are related, but we are just taking them from different angles and how do you ensure that all team members are included and their perspectives valued, especially when dealing with their cross cultural team?

00:17:07-->00:17:09

IILT

Can you repeat the question, sorry.

00:17:09-->00:17:32

Interviewer

So how do you ensure that all team members are included and their perspectives valued?

00:17:32-->00:19:27

IILT

(Thinking..) That's that's not easy to do. So because it's easier to that's easier to do so you know in in in a smaller group or in in the group where not so many differences are and et cetera. And sometimes it's much more difficult to include people who sits in in other countries and to make

them, you know, being, feeling included because for me also that's that topic. What is on the, you know, priority now Diversity and Inclusion. So for me it's not only diversity, that's inclusion and then you know how to make sure that we all included. And we are all different and that's that's actually perfect that we are all different because then we bring the the most perspective. But at the same time when having that you need to put in more effort. And one of the examples if colleagues you know from Nordics then I'm having 1:1 system on the weekly basis and then I'm having you know some catch up with them on 20 minutes, you know twice twice, just because of knowing what's happening. Because they're sitting alone as not only alone you know somewhere but at home but sometimes alone in the office where they are. So then including them by, by doing so if people in our team, so that's also you know seeing if they need something more and you know just having those 1:1. So you can, you can have a lot of information about deliveries, about how people want to be, how they want to collaborate, do they want to have more, you know, tools, do they want to have less. And then you know, are they OK. So yeah, attention and listening. Not talking too much as as I'm doing now (*smiling*).

00:19:27-->00:20:12

Interviewer

OK. So moving to exploring the impact of emotional intelligence on leadership and team dynamics, few questions regarding that. So how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background, meaning nationality wise, if you can compare, I don't know leaders in the different companies, I guess how they are acting.

00:20:12-->00:23:49

IILT

I can compare, I can start from the end and then you will remind me another part of the question. Basically, I have been in different environment before joining Danske and I have seen you know how it is sometimes it's a bit different let's say approach towards employee and et cetera. And then you know how to be a leader in Danske Bank and how to be a leader in in Nordics. And then you are just making the the best set up for you and for your team to work and even if working in the same company working in Danske bank with different teams. So that makes you to adjust the the way how you're leading the team. Because some of the teams if they're not so mature as my team now, so they need a bit of different approach. Compared with how

to work with them if the team is more mature. And you know a lot of things yeah are coming from the team and team members as such. So it's it's about you know where you are with environment with stakeholders with the employees and et cetera. So then you're looking good and and the company style because if we would be the same team but you know placed in in another company. So it might be that, you know, it would be very difficult for myself also to to keep the the same leadership style not because I don't like that, but it's because of, you know, sometimes from my experience. I could see that it was you know, normal to work, you know a lot of hours per day and it was like you know a norm and then employees were treated like that if you're not you know, staying until 19:00. So probably something is wrong if you or something and I'm not saying that this is a good approach. So that's the the opportunities and the, you know, the culture we have here. I think that it's something that needs to be valued and those you know who are leaders in Danske Bank, they need to take that as a benefit of the company. How employees are being treated in in the company and not you know and not in every team and not in every location let's say because you know there are different people, there are different different leaders and et cetera. But overall if we're looking at that, so that's a very good you know environment to be in and then you need to to understand how to navigate because the manager is such. So it's always culture of the company but also being a bottleneck. You know who brings something and then who who also keeps maybe some, you know negative stuff or maybe something you know in a in a different way, doing in a different way. It's not about the hiding something, but it's also about you know how you approach situation and how you how you make your team to to feel you know, to know everything and to feel you know, happy and motivated and engaged. And sometimes I'm too too open with like you know saying everything but that's you know also I think that I believe that I can protect and help my employees to know how to navigate in in in our setup where we are. Just because of knowing some some some things you can have not so bumpy road or at least to to know that you will have a bumpy road.

00:23:49-->00:24:04

Interviewer

OK. So I think you kinda answered all the question, but just one more kind of follow up. So reflecting on your experiences, how do you think your emotional intelligence has shaped overall leadership style?

00:24:04-->00:25:21

IILT

If it shaped being human being I guess and not being just the one who gives tasks or something. And, actually I like that part a lot. You know, just being a human who works with not being a like you know we have those boss and leader. And sometimes it's it's very thin line between that, where it's just you know the the by the book. But at the same time, when working with all my teams, it was more of being human and being the person a team can trust and not being, you know, kind of I and I, I understand that you know being a manager it's, I'm not a candy. I shouldn't be you know kind of the one who everyone likes and I have my also character and et cetera. So that people might not like, but at the same time just to find their approach, how to work with people and how to make them, you know, happy in the current situation. Because there are some situation that I can't change, but say if I can change and if I can do something for my employees, so I'll, I'll, I will always do that.

00:25:21-->00:26:04

Interviewer

OK, great. So we are done with the second part and now the third part. So the third part will be more fun. It's about the activities and organizational support for emotional intelligence. So let's start from the question in your view, how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank?

00:26:04-->00:27:24

IILT

That's a question. That's a good question because overall I like the tool. But at the same time we need to be mindful that you know sometimes when you are doing the answering the survey and if you had, you know a very tough week or it's raining outside or it's something it might, you know, change the the way you're answering. Because you're just not so positive or maybe if that was a perfect, you know, springtime and it's you know, birds outside and and something. It's still, it's personal, you know perception how you are thinking of the questions at that point of the moment even if you're supposed to answer on overall setup, you know where are we have something changed during those half a year or something. But sometimes you're just as a human being you're taking the the last you know pain point, the last good thing and then you go with that's mood. But, overall I like you know having those surveys just to to check on the you know temperature. Let's say and overall to to see you know where are we and and how we

are doing and then based on that you know just to have discussions. So can we do something more or less or wherever.

00:27:24-->00:27:56

Interviewer

OK. So the next question would be about renew-review sessions and in your opinion, how do they contribute to organizational dynamics? It could be also, it would be nice to hear both ways what do you think from the employee's perspective, but also I guess you are doing that with your manager. So how do you like it yourself?

00:27:56-->00:29:25

IILT

In my case I'm doing that every quarter. I need to do that every quarter with like extensive PowerPoints with deliveries and you know comments on that and etcetera and and then it's a good time. I don't like to do that probably as everyone else, but I can see the value of that just because that's a moment to reflect and that's a moment to to hear the feedback. Because sometimes it's good to to get the feedback straight away. But sometimes, I don't know due to wherever reasons we're not getting that you know kind of or we're getting and just putting that aside and not taking that in and this sessions they make you just to think a bit and then to go and to focus on that topic and to focus. OK, so one thing. So what have I done? Where can I improve and you know what I want to do and maybe I want to to go to some additional courses, maybe I want to do something else, maybe I want to be you know kind of in in different role in the future. It's just a good moment to reflect because in in our at least in mine routine so that's basically you know running all the time. And then you don't have that opportunity to do so and then you are forced to do so that's at the end, that comes with a good time for reflections and good time for a feedback.

00:29:25-->00:29:43

Interviewer

OK. And then how do you perceive the impact of Danske bank core values team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:29:43-->00:32:39

IILT

OK. I guess that's emotional intelligence comes the most from those values. It comes with being open and also you know being aware of who we are and you know what are we doing and you know just not being afraid of sharing the things and sharing you know success and and sharing failures and you know being open if if something is working and not working and et cetera. So that comes with that and I'm super happy that we have that and still in some cases it's you know we need to learn how to do that because if we are not used to that. So we can be very open about you know success stories but then we can be not so comfortable with sharing other things. And I guess that this thing helps us to to understand also you know whom we are working with and what we are doing and that you know not all the things are pink and and nice and you know, but some things are are more difficult and some things are you know not so pretty and nice. And I guess that I like that part a lot, because I like when people are are being honest who they are and you know how to approach them because that's very that's much easier than to to work with or just to understand why why it's it's working well or why it's it's not working something and maybe where we can team up and then and where we can help each other and then own it. So that's I guess that's the strong part of our team because this I can you know I can share that this is one of the the things when it's very good to have in the team where you can be sure that if person has their delivery, if employee has their delivery. So that comes with responsibility behind that if owning and and taking that you know kind of OK if I know how to do that I'll do that. If I don't know, I'll tell how to yeah I'll you know share and maybe I'll learn how to do that. But at the same time, it's never like, you know, OK, I'll, I'll be silent, but I I won't do you know that for two years and then I'll say that I don't know how to do that. And actually I have seen that those those situations in Danske Bank where you know, people were not owning their deliveries, but at the same time they're not, they were not so brave to to be open about that and saying you know, all kind of corporate mamba jumbo why they're not delivering but not, you know, doing that. So I'm super happy that we have that here and that this is one of the values in in Danske Bank.

00:32:39-->00:32:57

Interviewer

OK. So then we are moving to the next question and can you identify and discuss a few key initiatives at Danske Bank that focuses on emotional intelligence development that you are aware of?

00:32:57-->00:33:48

I1LT

(Thinking...) There are some activities so if we're talking about activities so I remember that we have some training sessions for leaders. If to start with you know the same, you know One to Ones or feedback sessions. You know review and renew meetings. And now I know that there are even more focus on those Mental health and how we can you know support each other and how we can understand each other and how how we can deliver together. So there are those things what I remember and probably there are more things that I can't recall now.

00:33:48-->00:34:30

Interviewer

Yeah, because there is not everything. It's like those straight that it goes if it doesn't have the label emotional, intelligent doesn't mean that it's it doesn't contribute to that. So it could be Family Day. We also have Mental week, these activities of Diversity and Inclusion. The same with volunteering also I think it add ups to to help the emotional intelligence to foster. And is there something that you participated yourself among those listed ones?

00:34:30-->00:34:50

I1LT

Mental health, Family day yeah, volunteering not this year. But yeah I I agree with you that it it also comes with that's flavor. Also I organized this Burnout session which is also like related to emotional intelligence.

00:34:50-->00:35:17

Interviewer

And then do you think that those experiences from these activities have influenced your teams better communication and collaboration?

00:35:17-->00:35:41

I1LT

I hope so. At least you know with having some open discussions, it's about also feeling that emotional safety at Work. Or at least you know that you know, I can talk to someone, maybe

not to everyone, and being, you know, kind of in in the team meeting just to share everything, but at least you know to find the person whom you can talk also from your colleagues.

00:35:41-->00:35:56

Interviewer

OK. So the last question would be do you believe that Danske bank invest sufficiently in development of emotional intelligence among its its employees?

00:35:56-->00:37:11

IILT

I think yes I think that Danske bank invests a lot in in having additional activities and trainings and events to on on that emotional intelligence side that you also mentioned that it's not you know if the the naming on that. But at the same time there are a lot of events towards you know making our employees aware of different situations and making our employees know themselves or knowing the tools they can use for themselves more. And that's I think that it's it's great because if we would need to count the all events and you know just to to put them in like yeah what is the emotional intelligence maybe you know connected to. So I think that during the year it would be a lot of sessions it's just the thing that sometimes we're missing that due due to you know other priorities but at the end of the day I think that invest a lot of money and efforts to to make them available for our employees.

00:37:11-->00:37:24

Interviewer

OK great. Thank you. So just the last remarks in case you remember that you want to share anything else related to the emotional intelligence?

00:37:24-->00:37:40

IILT

I think that my interviewer is perfect at being emotionally intelligent herself and feeling people.

00:37:40-->00:37:48

Interviewer

Thank you. So I'll stop the recording then.

ANNEX 4

Interview Transcript (I2SC)

00:00:03-->00:00:31

Interviewer

<...> Yeah, the recording started. So, hello again and thank you so much for participating in the research. And we will be talking about emotional intelligence role within leadership in Danske bank organizational contexts. So if you will have any questions through the session, so just let me know, because some questions might be too long or something like that, so just let me know.

00:00:31-->00:00:33

I2SC

Yes.

00:00:33-->00:00:44

Interviewer

So we will start from the introduction. And can you briefly tell about your current role and responsibilities within the organization?

00:00:44-->00:01:19

I2SC

Yes, I'll try to find a meeting room at the same time, so that. (*Interviewer nodding the head and waiting*). Yes. So my role.. I am leading a team called Implementation. So our team is responsible for project management, change management and also implementations either towards customers or frontline.

00:01:19-->00:01:25

Interviewer

OK. And can you tell me how big is your team?

00:01:25-->00:01:35

I2SC

Currently it is only three person, soon 5 and plus myself.

00:01:35-->00:01:43

Interviewer

OK, and then can you tell me how long you're working for Danske Bank?

00:01:43-->00:01:45

I2SC

26 years.

00:01:45-->00:02:34

Interviewer

OK. Congratulations. So, then we will be moving to the components of the emotional intelligence and we will go through it through each of them. There will be four of them actually and a couple of them like we'll have some questions about it. So first feature of the emotional intelligence is self-awareness. And can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work? (*I2SC is silent*) Should I?

00:02:34-->00:03:05

I2SC

Yeah, you don't need to repeat, but I was thinking only that, is it self-awareness which helps me to clarify difficult situation or is it simply experience? Yeah, it's just from different situations. So, I would answer that that it's most important is listen to people.

00:03:05-->00:03:10

Interviewer

So usually you're listening to people in, in the difficult situations, right?

00:03:10-->00:03:11

I2SC

Yes.

00:03:11-->00:03:29

Interviewer

OK. And then can you identify signs of stress or pressure in yourself and in what ways it helped to shape your decisions and strategies at work?

00:03:29-->00:04:11

I2SC

Yes, definitely. I know this when I'm stressed, and it doesn't necessarily help when I'm stressed. It can usually be if you are a bit more calm you can more easily handle also difficult situation. If you are really stressed you can have. It is even more challenging to solve things and do you have any I know strategies or how to call it?

00:04:11-->00:04:19

Interviewer

How you're calming down yourself in those difficult situations. Are you like reacting straight away or you are from those?

00:04:19-->00:05:21

I2SC

No, no, I think so. The experience also helps on that so you can put things into the bigger, bigger picture. So that is, is this really, really, really important. Or is this is a minor thing which is because sometimes you don't, you you don't see when you are really keen on to some funny little detail and feel that challenging it you don't necessarily see the whole picture. So I think so that it's important always to set the theme so that is this really important, is this affecting to sort of have an impact of the issue. I think so that's the most important understand the full picture.

00:05:21-->00:05:36

Interviewer

OK. Then we will be moving to the self - management and can you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situation within your team?

00:05:36-->00:06:03

I2SC

I think so it happens not necessarily daily basis but at least weekly basis, different type of challenging situation. So there will some changes in organization or changes in the team or this is in your team members life or whatever.

00:06:03-->00:06:10

Interviewer

And then what usually you do in those kind of situations?

00:06:10-->00:06:16

I2SC

Try to understand the full picture, so discussing, listening.

00:06:16-->00:06:30

Interviewer

OK. And then when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation?

00:06:30-->00:06:42

I2SC

The same, so that what is the impact, what is the change, how it's affecting our life, how it's affecting the customers, how it's affecting the bank, different persons within the team.

00:06:42-->00:07:07

Interviewer

OK, then we will be moving to the social awareness. And can you give an example of how you have leveraged your understanding of teams emotions to improve project or team performance or something like that?

00:07:07-->00:07:17

I2SC

What do you mean by this? So what you are trying to achieve, what is your target for this question?

00:07:17-->00:07:35

Interviewer

Just to know how you understand if something is wrong in your team?

00:07:35-->00:07:46

I2SC

It's visible either so that people are either not feeling very well or they are saying it loudly or they are simply... it's visible that that people are not feeling well.

00:07:46-->00:08:07

Interviewer

Yeah. For example, if one person within your team was very like chatty and was very involved in into the project and then do you notice that let's say he or she started to be not so much involved into the project?

00:08:07-->00:08:10

I2SC

Yeah, yes.

00:08:10-->00:08:12

Interviewer

OK then... (*I2SC starts speaking*)

00:08:10-->00:09:05

I2SC

And I and I also say that that whenever we are meeting on regularly. So, for example I am leading the team so that I have a regular team meetings on weekly basis then I'm also having 1:1 every week with everybody. So whenever you have a possibility to say things then.. It gives the possibility to people to have these touch points then it's, you are getting also the feeling easier than if you are not having those type of touch points on regular basis.

00:09:05-->00:09:25

Interviewer

Yeah. So I think you can't answer it because the next question was how do you ensure you are considering the needs and concerns of individual team members? So I think you kinda answer

it because you have those 1:1 sessions and team sessions. So I don't know if you want to add anything else on that?

00:09:25-->00:10:13

I2SC

Yeah, I think so that's most important. And it's also if you are leading the project you need to have those regular touch points so that you listen to people and it's a possibility to give feedback. And I also see that it's easier whenever we are now more at the office. When and of course when you are having the, if you are having project which is people are mainly sitting in the same building or then they are your local team members or whatsoever. It's easier to see and and listen also the people. Of course it's possible for through Teams, but it's a bit different.

00:10:13-->00:10:30

Interviewer

Yeah, yeah. OK. Then moving to the social skills. So, what approaches do you use to foster good relationships and effective teamwork within your department?

00:10:30-->00:11:14

I2SC

I think so that it's important to be transparent what people are doing, how they are doing. It's important to share best practices so that that if somebody succeed then how this happened and also give people possibility to learn from each other, develop themselves. So arrange time for that type of activities and be honest towards persons, people in your team.

00:11:14-->00:11:31

Interviewer

OK then we I think we talked about it but still it's from a bit different angle. So how do you ensure that all team members are included and their perspectives valued, especially when dealing with the cross cultural teams? if you have that experience.

00:11:31-->00:12:26

I2SC

Yeah yeah we have these functional teams where people are from from other Nordic countries. There are, I also say that the needs to be transparent view that what people are doing. So for

example through Teams, Kan Kanban board or whatever, so that everybody knows who is working with different tasks and then also let people work together so that you are not always participating for those meetings so that they get to know each other and and have possibility to lead themselves. So it's also listening and and giving possibility to.

00:12:26-->00:12:50

Interviewer

OK then we are moving to exploring the impact of emotional, emotional intelligence on leadership and team dynamics. So how you have adapted your leadership approach to improve team performance and collaboration and you these adaptations are common practices in your cultural background. If you can compare?

00:12:50-->00:13:25

I2SC

Yeah, I think so that they are quite common. Of course, it depends. If you have a people with a team with 20 people then you are not probably able to keep 1:1 on weekly basis with everybody. But I feel that in Finland we are pretty equall, working with similar type of tasks. We are quite open and transparent and also willing to listen.

00:13:25-->00:13:40

Interviewer

OK, and then in your opinion or what role does emotional intelligence play in in helping for team productivity and overall team success?

00:13:40-->00:13:53

I2SC

What did you mean? I I know that you wrote that emotional intelligent. What did you mean by that? But I can't recall what is the definition?

00:13:53-->00:14:14

Interviewer

Yeah, so the definition is that you are recognizing your own emotions and you can understand the others emotions as well. So do you think that this is influencing the team's success or not?

00:14:14-->00:14:48

I2SC

Yeah, maybe you should ask from team members that not, but yeah, I think so that it helps team and if I'm looking the employee engagement survey, people are really happy on the how we are working in the team and also with the stakeholders. Of course there were areas where they were not so happy.

00:14:48-->00:15:12

Interviewer

So actually I have a question about engagement survey. This is the third part of this survey. So and we can actually go straight to that. So how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank in your opinion?

00:15:12-->00:15:52

I2SC

Yeah, it helps, helps to somehow facilitate those discussion. But for example, now last time when this change of hybrid work was just announced it should have been during different time because it was affecting so much on the several areas in the engagement. So it now it didn't give any, didn't give full picture of how people are feeling.

00:15:52-->00:16:24

Interviewer

But from your experience, because you are working here for a long time. So I don't know how long do we have this engagement survey circulating, but like in general, do you think that it's a helpful tool or we should have something else to understand the feeling in whole organization?

00:16:24-->00:17:16

I2SC

Yes, I think so that it gives good feedback, but it didn't bring so much new when I'm looking for my own team, because if you are working closely together at the same place, you already know most of those things. So of course you don't necessarily know how people are feeling about senior leadership or something like that. But but otherwise, I think so that people are also

wide open to discuss different topics. So for example, I knew that who would give the lowest score for hybrid work. Because he was very open on that.

00:17:16-->00:17:33

Interviewer

So then we are moving to the next question. Could you share your perspectives on the renew review sessions and do you think that they contribute to the to the whole organizational dynamics?

00:17:33-->00:19:03

I2SC

Yeah, I think so that yes they are. They are really important to have those type of discussions, but, unfortunately they are. Now the order of discussion is a bit odd, because now during November you have asked your team members to do self - evaluation. Then you are evaluating people without proper arranged discussion. Of course, I've been discussing with people, but nevertheless then you are doing calibration and then you are doing the actual discussion on January. So it's I feel that it should be arranged so that you, whenever people have have been doing the evaluation and then you have evaluated, so that, before calibration you have had also the discussion that you have a common understanding with person. That that how you feel that they are, then it's visible for the person if you need to lower somebody during calibration process. So yeah not so easy to ask but but at least the people are now saying that it's a bit difficult when they don't know how I have been evaluating them.

00:19:03-->00:19:12

Interviewer

Yeah. But was it like that before as well or there was like a different procedure?

00:19:12-->00:19:41

I2SC

It was all the time the similar. We didn't have these type of calibrations, for example, five years ago or something like that. So then it's it was only between team member and team leader. And then the bonus allocation was a separate discussion. So they were not interlinked.

00:19:41-->00:19:58

Interviewer

OK. Then we are moving to the next question. How do you perceive the impact of Danske Bank core values: team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:19:58-->00:20:11

I2SC

Yeah, I think so that those cultural commitments they are really good. They are easy to understand and easy to also follow up. Yeah, I think so. It's they are good.

00:20:11-->00:20:33

Interviewer

Great. So then we are moving to the last part. So about the organizational initiatives and can you identify and discuss a few initiatives at Danske Bank that focuses on emotional intelligence development that you are aware of?

00:20:33-->00:21:15

I2SC

Yeah, the this latest leadership training which I started couple of years ago, but then it was ended and changed. So I haven't participated for the new one, but I can't remember the name. I think it something like Leading with purpose. Yeah. Yeah, it was a some kind of Pilot phase or something and it didn't totally work. So then they did some kind of changes and I don't know..

00:21:15-->00:21:35

Interviewer

And do you have in Finland anything Mental week activities or Family Day? Or some kind of external courses, I don't know about the burnout or or something like that?

00:21:35-->00:22:05

I2SC

We have been possible, we have been given possibility to join for the Mental week and yeah, we may have a time to time some local initiatives regarding that. But yeah, there has been

some, but I can't remember what was the topic. And of course then we have some kind of social events also locally.

00:22:05-->00:22:18

Interviewer

And are you participating in those? And do you think that they are helping let's say if you're participating with your team?

00:22:18-->00:22:24

I2SC

I guess so, yeah, I think so that yeah, they are important.

00:22:24-->00:22:51

Interviewer

OK. And then do you think that Danske bank invests enough for these type of activities for helping emotional intelligent to foster within the employees or you think that they can do something more about it?

00:22:51-->00:23:34

I2SC

(Hmm..) I think so that there could be more about for example, how how to be a good employee, employee. So that because it those trainings are directed to Team team leaders and of course that's really important. But could it be also how to be a good co-worker or how to be a good team member. There could be also that type of things that it's team leader of course is important but cannot do everything. It's also important that everybody carries the task to to have a good team feeling.

00:23:34-->00:23:45

Interviewer

Yes, agree. OK, So then I am out of question. It's just the last remarks if you remembered anything that you want to say regarding this topic.

00:23:45-->00:23:50

(I2SC nodding the head). So thank you so much. I will then stop the recording.

ANNEX 5

Interview Transcript (I3LT)

00:00:02-->00:00:46

Interviewer

<...> And yeah, it has been started to be recorded. So thank you, I3LT for participating in the interview. And today we will be talking about the leadership and their role within the emotional intelligence. And I have the interview guide with kind of three sections. So first section will be just like personal information and then we will go through emotional intelligence concepts and we will round up with your knowledge about emotional intelligence within landscape of Danske bank.

00:00:46-->00:00:52

I3LT

So honor to be and contribute to your work.

00:00:52-->00:01:01

Interviewer

So first question would be could you briefly outline your current role and responsibilities within Danske bank?

00:01:01-->00:01:25

I3LT

So currently I am a Team lead of business analyst in PC Lithuanian hub for Personal customers area and I have a team of nine business analysts working with two different areas with commercial data analytics and with Internal services (smiling).

00:01:25-->00:01:27

Interviewer

And can you tell me where are you located? Just the country?

00:01:27-->00:01:34

I3LT

Yeah, I'm located in Lithuania.

00:01:34-->00:01:40

Interviewer

And then how long you're working in Danske bank?

00:01:40-->00:02:04

I3LT

Yeah, I started in Danske Bank in 2006 and I had almost two years period outside the bank during those years and then I came back. So I came back to Danske Bank two years ago, a bit more than two years ago. And one year ago, I started a position as a Team lead.

00:02:04-->00:02:52

Interviewer

OK, thank you. So the first section is over and we are moving to the second one and I will jump straight to questions. So it will be about self-awareness because there are 4 concepts of emotional intelligence and we will go through four of those layers. So can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work? And this kind of following question, how did this awareness influence your leadership approach? So if you want to start from the first question and then yeah..

00:02:52-->00:02:59

I3LT

And that it would be situation. Or in general how self awareness contribute to to my daily...

00:02:59-->00:03:09

Interviewer

Yeah it should be related to Danske Bank if you think of some kind of situation that you were in.

00:03:09-->00:05:18

I3LT

So that would be nothing specific comes into my mind in relation to situation. But I think that

self-awareness, it's something very important and that leads us not only in in leadership role but in our everyday life. So and and the same as as a leaders or as a specialist, we have to be ready to control our emotions and be aware of of those emotions and we're talking about it so much. But for me personally, I'm always working on myself to try to be aware by. But I'm saying try to be aware but because it's not always the case. What I'm feeling, how I'm feeling and why I have those emotions at the moment and probably it is, it could be also related to those reactive and responsive way in you know to choose different kind of situations and at work as well when first of all to any situation might come this reactive response. But then, and it also probably comes with experience when you can stop a bit, have at this, this, this little pause and start to think and and react in this responsive way. Not not reactive one, but responsive and into each situation look from OK, why do I feel in in in one way, why do I react in another way? But of course it's a perfect world and it's it. It's not always the case in in my experience. But yeah, I'm. I'm trying to deal with emotions. Recognize first of all, be be aware, OK, now I'm anxious. Now I'm angry. OK, what? What caused that one? And then how can I deal with it?

00:05:18-->00:05:37

Interviewer

OK, thank you. Then, moving forward, how do you identify signs of stress or pressure in yourself and in what ways has the self-awareness shaped your decisions or strategies at work?

00:05:37-->00:06:40

I3LT

First of all, this recognition is for me, it's very straightforward and simple. I feel it physically. That's my heart rate becomes higher. I feel, you know, this pressure on my first of all in my chest, then in my head and it's, you know, you, you feel it first of all, physically me. I perform my experience and then your thoughts becomes not so clear. OK. First of all you think OK, how to stop this physical reaction and then how to make your flow of thoughts normalized and balance that one. So that would be probably the first part of your question. And could you once again there's the second part of that question was?

00:06:40-->00:06:52

Interviewer

And in what ways does that the self-awareness shaped your decisions or strategies at work?

00:06:52-->00:07:41

I3LT

Yeah decisions again if you are, if I'm able to stabilize or make more my emotions at that moment more stable and if I need the reaction or decision to be made at at the same moment. So first of all, yeah, I try to, if I have this possibility, to relax, I try to relax at least for one minute, 2 minutes and so on, just to breathe, just to think in my mind, even with eyes open. But to be somewhere else, to relax and then take that decision, whatever it could be. If I have a longer period to to take that decision then of course it might be a different wave way to deal with with this one.

00:07:41-->00:08:23

Interviewer

OK, well then I think it's a bit similar question, but it's another because there is self-awareness and then self - management, one of those emotional intelligence features. So another question would be, could you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situation within your team? (*Hmm.. I3LT nodding the head*). And team can be not only the ones that you are managing those 9 people, but like in general it could be Lithuanian hub. I don't know you had some interactions with stakeholders and you know and..

00:08:23-->00:10:35

I3LT

And and I have I have quite good example of such kind of situation right when first of all you have to recognize emotions it's probably it's about self-awareness and then how to manage it and maybe in some cases you know, you kind of do not agree with some decisions, but you need to react in in one way or another one and you need to deal it. So this is your OK first of all it comes self-awareness. So like a first step then managing your own emotions and at least I I think I'm quite good at those. I'm trying to kind of hide maybe all those physical signs that that they have inside myself and then make this sometimes maybe hard but but but decisions that need to be done and maybe overcome myself and myself fears of myself that I need to do because for example I believe that decision should be made in that one or another way. So I'm not sure if this will answer your question, but if if the question is how I manage those emotion

and and then how it helps me in in different kind of problem solving with related with leadership. So first of all recognize OK my own emotions then how can I deal with that one? And the second one, what can I do to turn maybe other people's decision in one and another way what can have impact to to my team. So that way please let me know if if it does not answer your question, maybe we can have another angle.

00:10:35-->00:10:55

Interviewer

No, that's fine, thank you. And then when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation and how the stability of self - management impact your team performance?

00:10:55-->00:11:09

I3LT

Would those be my personal way of for if if we take the first part of the question, how are how ideal, maybe we can we can read it once again?

00:11:09-->00:11:21

Interviewer

Yeah. When faced with professional challenges, what strategies do you employ for maintaining, maintaining focus and motivation?

00:11:21-->00:12:40

I3LT

So first of all very similar way how to maintain this focus on on on the strategy for myself for on on any task or decision or any idea that I'm working with. So again, just to keep myself healthy, I'm always starting from my physical activities outside my working hours and that really keeps me strong in being physical active. I'm emotionally strong. And that the second part also that I'm working with myself awareness using meditation practice and recognizing my emotions and and feelings while I'm meditating and that gives me a lot, later on when I'm dealing with any issues and as you mentioned any you know strategic things work related, it's the in, in, in work related environment. So that would be probably first part of the question and then the second if you can read once again?

00:12:40-->00:12:46

Interviewer

Yep. And how does this ability of self - management impact your team performance?

00:12:46-->00:13:33

I3LT

It's hard to evaluate team performance, but I always feel that people like energy coming from from the leader and if I have that energy it can inspire the team as well. And it might be not only you know in again in work related areas but about everything what we are talking it can be just smile or nice talk when when we are you know meeting each other. So I think that it impacts definitely in a positive way and the more leader inspires and bring this positivity, the more benefit it brings to to the team.

00:13:33-->00:13:57

Interviewer

OK, thank you. And then we we are moving to the social awareness. So can you give an example of how you have leveraged your understanding of the team's emotions to improve anything project team performance or or something in general?

00:13:57-->00:15:27

I3LT

Not an easy question (*pausing while thinking*). At least from from my experience it's probably I'll having personal conversations with team members. We have some group practices inside the team, not by my initiative but my managers initiative. Talking about in in general about those emotions in the team, but from what initiatives probably mostly come from from my side it's open conversations when we have those one-on-one meetings with person and focusing more on not on work related things but on on feelings and and sometimes it might be just question not exactly really how do you feel but OK what's going on in your non work related life. And then you start talking and then you feel that there is some pressure for person in personal life and so on and and then you can also adjust somehow in your work related things. So there there I think answering your question it would be personal conversations with team members.

00:15:27-->00:15:49

Interviewer

OK, I will read the next question but I think you kind of answered but if you want to add anything else. So how do you ensure you are considering the needs and concerns of individual team members during anything, project planning, execution or something like that?

00:15:49-->00:17:23

I3LT

Yeah, I'm I'm definitely cannot insure it in 100% but I make effort through personal touch personal conversations and it definitely it's it's not coming straight after the first conversation. But I definitely feel that when I myself, me personally, I'm open to person then step by step did this person also start to you know be more open to you. And it's perfectly fine when when someone don't does not do not want to talk right and and and and express feelings and so on with you. And I'm also perfectly fine with that one. But in case we need to talk, I'm always try to say that I'm open to any conversations. So I am always available if the person needs, if I'm not available at that particular moment. I have my open hours that I explained also to to my colleagues that I'm working with that if my calendar is booked during the day, so please reach out and then I have in the morning and in the evening let's say hours always open for conversations.

00:17:23-->00:17:44

Interviewer

OK, thank you. And the last part of these features of emotional and intelligence would be social skills. So what approaches do you use to foster good relationships and effective within your department?

00:17:44-->00:19:10

I3LT

I think the important thing is to have to have this, to build this social relationship in the team is to have something outside actually our working environment. And this is what you know, bond the team, the activities that we have made outside not only yeah of course the the the main bond might come from professional experience and from daily tasks, but it's something

on higher connection level when we go outside and we do activities like for example volunteering activities, always trying to build it the team together in in order to create something important for other people. And it's incredible experience because people are so happy being together and making good things for other people as well. So socializing outside professional life and and and having those team buildings or volunteering activities or anything else outside outside the bank.

00:19:10-->00:19:41

Interviewer

OK, Thank you. So now we'll be moving to exploring the impact of emotional intelligence on leadership and team dynamics. So how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background and nationality wise?

00:19:41-->00:21:15

I3LT

Yeah, about talking about adaptation, first part of the question. It's again on very personal level in general. Me, I'm. I'm still keep my personality as I am. But when we are talking about personal touch and being close to each team member separately, then we need to have this personal approach. And I also noticed for myself that I'm trying to adapt my personal approach to each person, because with one person you are communicating in one way. It's always open. But a bit another approach to one or to another person and it does not mean that I have any you know, biases to or I do not split team. OK, this is ladies, this is man or something like this, but it's just that each person has their own feelings, personality, background and so on. So I'm also trying to adapt to them. But I think that this is, this should be both ways and it happens both ways because we all all are so different and to have this match just to build this trust between ourselves. So we need to to adjust definitely.

00:21:15-->00:21:34

Interviewer

And do you think that these practices that you're using, is it like common among leaders in Lithuania or I don't know, you have learnt, sorry.. (*pausing to drink water*)

00:21:34-->00:22:43

I3LT

Yeah, in for example in in in Lithuania talking about trainings for for leaders. We do have a lot of training, material and sessions where we learn to adapt, where we learn how to deal with different types of people and again talking about this reactive and responsive way. We also have a lot of great material how to deal with struggles with different situation and how to OK, stop, think and recognize our feelings and then deal with different people in different situation in the team. So it's up to person, how much up to leader, how much they will adopt to themselves and to the team. But at least they're looking from Danske bank perspective. There is all possibilities to grow for leaders and to not only maintain, but to enhance leadership skills while talking, you know, on communication and have this strong emotional bond with the team.

00:21:43-->00:23:09

Interviewer

OK, sorry, hopefully I'm better (*coughing*). OK, Reflecting on your experiences, how do you think your emotional intelligence has shaped your overall leadership style?

00:23:09-->00:24:52

I3LT

It's always not not easy to to talk about myself and but now I'm thinking about other people's opinion and what I've heard about myself right because it's it's not so not so easy to talk about the OK, how how do I deal, how it helps me and so on. But I think that I became mature enough to to deal with all kind of challenges that we have in in our leadership path. And of course it it does not come just after birth and so on. You just gain it during your life working again with yourself with your emotions and it's again something that you learn from other people who inspires you. And this also is something that that that that is important we follow something who is the leader of us. Maybe we even do not know those people, but but they inspire us. So I think for for myself it's also those great people that they met, great people that I've heard. Then of course self - reflections and meditations and and those tools helped me to be quite mature to to be the leader and and to check, you know, I deal with all those challenges.

00:24:52-->00:25:23

Interviewer

OK, thank you. So we have finished the second part and now we are moving to the third part.

So it's called capturing organizational support for fostering emotional intelligence. And the question would be in your view of how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction with Danske bank landscape?

00:24:52-->00:28:08

I3LT

Oh, so it's it's complicated. Because looking from employee perspective, engagement survey. And just to be honest, it's always pain in the ***. Usually people don't want to fill in. It's all when when they heard OK again engagement survey, OK, just press something. But what we are as a leaders trying to explain, OK, it's it's important and please express your opinion even if it's bad and it's OK if it's bad. And I'm really happy to, let's say for in this year we saw significant decrease in satisfaction, right. If we are talking about flexibility of way of working and in this way I'm I'm happy about it because people were open, they express that one maybe not all questions like in relation to leadership and so on could be you know 100% of true, but it shows as general trend. And even looking into that decrease of evaluation of flexibility, it gives us great understanding about the feelings of people, what do they care about or when we ask do they understand the strategy, the strategy some years and after we have so much attention for example during this year right to the strategy and so on that is important. And we really see this huge lift in in the evaluation, how do you understand the strategy. So from one hand it's a bit annoying for people to fill in those engagement survey, but from employer point of view, it is really important to have those and to have this real OK, what? What is to feel that one? OK, what is the feeling for employees? Maybe it could be done in in kind of another way maybe that there are definitely there are ways to improve it but but in general I think this is important to to measure it, to measure that engagement but but to work on improvement definitely yes there there is broad way to improve it.

00:28:08-->00:28:31

Interviewer

OK. And then the next question would be also about one of the tools that we are using. Could you share your perspective on the renew - review sessions and how do they contribute to the organizational dynamics?

00:28:31-->00:31:26

I3LT

I can I can talk from my own perspective, from my team perspective but also share some experience or opinions from what I've heard from other teams from in our team we we have those renew and renew sessions. We have quite in a good structure that is required by Danske Bank and we review all our annual goals and how person and not only goals but also development goals. Not only those daily tasks but but but development goals for for person. And my focus is always so. So to explain for person the ability to grow and the path to grow if the person would like to grow. So also first of all I need to understand which I I try to understand which way person would like to choose and probably there there there are two ways of keeping expertise and and growing as a leader. And then for person to be aware. OK what way I would like to choose. And it's fine if you decide to to switch to another in in in couple of years. But first of all to recognize that one and then also to try to explain what ways we we we should we should use and what what tools we should use to improve one or expertise another one to lift our self as a leader if that there is such a possibility. So I I really think that this is a strong tool this review and a renew session if we keep attention to that one and we following the structure. But from what I've heard from other leaders it not always the rule for other teams and not all leaders even required to fill in all templates at as it needed. And yeah, I think that it. It's sad to say but but but not all teams are working in the same way. And maybe it's again might be annoying to create goals, OK, to follow up on those goals, but then you lose this track of your improvement even, because OK, when you state that goal, you have to reach that one. Maybe it can be also changed and and somehow modified during the year on during the years even but but I think it's important to to create that one at least to strive for during that year or upcoming years if we are talking about development.

00:31:26-->00:31:47

Interviewer

So OK, great. And then how do you perceive the impact of Danske Bank core values team up own it and be open and fostering and reflecting emotional intelligence within the organization and those three main values?

00:31:47-->00:34:16

I3LT

I think that we are talking about it so much. We are at Danske Bank. We are doing a lot to make it not only on paper but also real in life to team up and encourage this team up on it as

well. Of course looking you know it's it's something on on personal level on on cultural level how we are, how we are strong enough to own one or another process and there might be different also cultural there might be cultural differences owning and owning things. And I think we in Lithuania are quite strong at at owning at least in in personal customers area be be strong be you know responsible for tasks that that we are working with maybe what we are lacking a bit from from colleagues from other countries sometimes. But also I I will not you know say one or another country or what or another person. But we are encouraging a lot working with him. Our cultural values there are discussions on be open part. But again it's very important to have this also structure or what do we mean be open because during last year this be open also can be understand very differently and be open, just open whatever I feel or be open also in kind of way together with other values. So but but any anyway in Danske Bank, I think we're not so not only writing it on on the paper all those values, but we're acting and at least in in the team and by the way again talking about those renew and renew sessions, we're also focusing very much on cultural commitments that we have.

00:34:16-->00:34:38

Interviewer

Yeah, OK. And then the next question kind of leads to those initiatives that you were talking. So can you identify and discuss a few initiatives at Danske Bank that focuses on emotional intelligent, intelligent development that you are aware of on emotional intelligence?

00:34:38-->00:36:43

I3LT

I think we have a lot of open sessions and we're talking so much on that one. And and again people are volunteering internally in Danske Bank having those open sessions and talking about people and openly talking about people. We also have this how how do we call it be open in this word you know talking about gender and yeah I guess you equality in of the diversity and diversity yeah we're talking about diversity and inclusion a lot of people in as we have this huge amount of people in Lithuania right we are all are different and there were a lot of videos posting posted in our Yammer. OK to say that we all are different and it's completely fine and we love even love that we are so different environment right in Danske Bank so with with different needs and and gender and so on and everyone is good enough for us and and we trust not not not trust but we care about everyone so but again it's if we're talking about personalities

probably each of us has their own understanding and their own values but from Danske Bank as a group perspective we're really deeply encouraging having a lot of sessions posting a lot of videos and social medias encouraging talking about those hard topics still hard topics in Lithuania and be open and and transparent and those things.

00:36:43-->00:37:02

Interviewer

Yeah. And have you personally participated in some of those sessions or even. Even for example, volunteering? I think you were initiator.

00:37:02-->00:38:40

I3LT

Yeah. On on volunteering, yes, we we had each year we have volunteering activities and even next week we have really nice volunteering activity outside the bank. I'm, I'm really glad to initiate it. But also we had session in our team internally talking about burnouts and be open to each other. And I think that was the one of the strongest sessions in internally in our team. When we recognize some of our weak probably parts of of life and we openly express that one, we talk about it and that also you know bring this understanding for other people that even and it seems that he or she is so strong but he has weaknesses that even a strong person can be weak in one or another situation but it's just the matter of how we react on those difficult situation in life. This makes you strong person and and be brave to deal with those situation right? And maybe not in in the right way exactly but but step by step deal with it and and then that that exactly make us strong.

00:38:40-->00:39:26

Interviewer

And then, yeah, I I see that we are kind of running out of time. So I think you answered that question, but maybe you can just confirm that. Do you think that Danske Bank is doing enough in terms of emotional intelligence? All those sessions and then I guess as a leader maybe you have some kind of sessions where you talk about that. So do you think that it's enough or they can do more and if it's let's say enough, do you think that you are using this knowledge in terms of working with your team or within your team and something like that?

00:38:40-->00:41:44

I3LT

I think that there is, it probably cannot be always enough. We should continue what we are doing but probably enhancing that one as this emotional resilience, Emotional intelligence is so important and high topic, high on agenda even I've heard last week probably that the in Google search of burnout and emotional resilience and so on during past decade. Increased in enormous times. So it means that you know in in in our society it is very, very important thing. So probably there is cannot be enough and we we can have more session, maybe a bit different angle of sessions and it shouldn't be always talking about emotional resilience, burnouts or something like this. It's as I said, it just maybe can be go out together and and and and be connected to your team. And not always it is important to talk about the problem. It's just be together with the team and avoid those problems. Avoid the kind of the same burnout, avoid emotional disability and so on. Those problems that might might occur just, you know, it's like we've probably sport you need to build that muscle in order not to have the injury later. So also we've we've emotional things also thinking it it could be done much more and in my team definitely we might you know go maybe outside more. But it's good to also to remind ourselves about it that there is a lot of things where we where we should improve. But then then I'm also very, very happy that we're talking about it and reminding ourselves in the team, outside the team in the bank and then in general in society.

00:41:44-->00:41:48

Interviewer

Great. So thank you so much for the conversation. So I will just stop the recording.

ANNEX 6

Interview Transcript (I4LT)

00:00:04-->00:00:56 (FIRST PART)

Interviewer

<...> Hello. So thank you so much for participating in the interview. And just going briefly on what we will be talking about. So we will talk about the emotional intelligence within leadership and landscape bank organizational context and the questionnaire will be split in three parts and we will go through each of them and I will just guide you through when when we start one part and and another part. So and I think I mentioned everything in the meeting invite that that now we are recording but the recording will be deleted afterwards. Yes, so I am starting from the introduction. So can you briefly outline your current role and responsibilities within Danske bank landscape?

00:00:56-->00:01:33

I4LT

So I'm a Team leader in Buying and Owning real estate DK area and leading a team of currently 22 people selling home DK. So I basically I'm responsible for the HR part as for the operational management part. So basically two parts. And then of course stakeholder management process transition from the DK market and basically these are the fields.

00:01:33-->00:01:38

Interviewer

And then how long do you work in Danske bank?

00:01:38-->00:01:46

I4LT

It's now over six years, almost 6,5 years actually (*smiling*).

00:01:46-->00:02:27

Interviewer

OK, great. So yeah, so introduction part is over. And we are moving to the part where where we will talk about the emotional intelligent competences and their influence to the leadership style. So there are 4 components of the emotional intelligence and we will have some questions

about it. So first one will be self-awareness and can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work? And it's it's two questions. So how did this awareness influence your leadership approach?

00:02:27-->00:04:54

I4LT

Difficult to find a single example actually, because I always try to look to difficult situations from the perspective of the employee and the perspective from management side. And if I feel that a problem or an issue triggers me that I cannot react objectively, then I use a like tool. It's that I say I will look into it and come back with an answer and sometimes I just typing the answer but I don't send the same day. I read it the next day and then I actually see that the communication, the communication was like the reaction, the first reaction of the problem. But then I change it and send it out when I I am how to say when I am calm, when I can evaluate the situation accordingly, then I send it out. So I always try to to use this because I'm sure that if you overreact because you sometimes cannot take aside your emotions. We we are all human beings. So I I have the experience that sometime it works against you not to help someone. So I use this kind of method. Of course, if it's the situation that you need to react just now, so you just go and then you can evaluate later if it was the right approach or not. But I I basically work with myself with my own reactions. So then they take it, not emotionally, not like from one perspective, but I come back the next day and evaluate the whole situation.

00:04:54-->00:05:10

Interviewer

OK. And then how you identify signs of stress or pressure in yourself and in what ways has the self-awareness shaped your decisions or strategies at work?

00:05:10-->00:07:33

I4LT

How I identify stress actually at work I do not feel any stress. I I feel very well and well. I had some I could call stressful situations but I don't think it was a stress but maybe a bit difficult situations. When you go to a meeting with the with the purpose to achieve something and you go out with nothing so, but it does not felt like a stress but I notice it sometimes if I start thinking how I would say one or another thing so it means I'm preparing for something that might be difficult for me. Of course, sometimes it's a very basic physical disorder, like you feel your

heart beating when you need to explain something or tell something. But it happens so seldom, actually. And it was the situations that were related to my personal situation and change actually that I communicated change about my situation at work. But it was not the situations like I had to deal with the employee from my team or from any other team. It was related to my personal situation. So I am quite vulnerable at my personal side and when I communicate it, it it, it goes very emotionally sometimes because I I'm open, I feel that I can share it, but it affects me because it's it's the personal side. So so maybe it's stress, but I I feel good at the same time when I am sharing this. So actually I I don't feel stress at work. I enjoy my role. The stress might come when I'm not, when I have not enough sleep for a longer period actually. So so basically if I take care of myself then I go like with an easy step at work.

00:07:33-->00:07:50

Interviewer

OK. Then we are moving to the self - management and can you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situations within the team, within your team?

00:07:50-->00:11:28

I4LT

So the last change and the big last change was coming back to the office and and this change was a bit exceptional in this in the regards that I was working abroad at that time. So actually the change affected all of us, but I was the only one from my team which could not come to the office and I had to make this happen being not a part of it. So actually it was difficult and then I had to think about what approach I could use and how I can support, first of all, support my team during this change and then make it to be a benefit instead of the de-motivation. So I I tried different things out. I shared my personal perspective, first of all and that I understand the situation, I support them, that it will be difficult and I will not be the one that will track them because it's not about tracking, it's about going through this change. Yeah, So I supported, I had many talks, listened to everyone actually supported not being a part of it actually and and sharing my own perspective actually helped them. I think because I I am always very open to my team and if the change is the one I don't like, I say to them. I don't like myself this change as well. But we have to go through it so I can help you. We can make it easier for all of us even if I don't like it. So I I I don't hide anything that it's so I feel good that I pretend that I take everything easily. I always share my own perspective and ask and ask my team. Would you

like to hear my opinion what I think about that we have to do this and that, but let's talk about it so. So actually I'm very open to discussions and listen to the feedback, try to to plan the activities and lead them through this change and do what I can do. But I always share quite openly the things that I cannot do and I cannot promise. And it's like saying I I cannot promise you that you cannot go. You have to go. I cannot, I don't know, make traffic jams disappear. They will be and and you will lose one hour during your day. But let's think what you can do during this hour when you are on the way. So actually I, I I try to always tell my employees that if you try to see positive things in each challenge you will, you will find new doors which open for you. If you try to see obstacles then it's even worse for you and it's you who has to go through it. I can help you, but you personally have to go through it. So actually I think that not telling any lies or pretending in in in different situations, I always share my own perspective and support them and try to help to find the the good stuff in in in each change that affects us actually.

00:11:28-->00:11:48

Interviewer

OK thanks for sharing. And the next question would be, when faced with the professional challenges, what strategies do you employ maintaining focus and motivation and how does the self - management impact your team performance?

00:11:48-->00:11:57

I4LT

What do you mean by professional challenges or management challenges? (*smiling*) Just the very beginning, yes (*interviewer nodding the head*).

00:11:57-->00:12:08

Interviewer

When faced with professional challenges, what strategies do you employ for maintaining focus and motivation? So it can be any challenges, even the one that you provided before.

00:12:08-->00:13:44

I4LT

So my chill pill and my medicine to all the difficult situations both at work and in my personal life is having focus and balance between mental health and physical activities. So actually when

I feel bad or let's say stress or are in a difficult situation, I always increase physical activities. I enjoy outdoor sports and sometimes when I have a problem and if I'm working from home, I take jogging for half an hour and then I can work further. I know the solution and I I can keep myself focused and and balanced. So actually for me it's very important that I let my body have enough physical activity so that I can concentrate on on on the work stuff actually and it's an all kind of situation. So I just go back step aside and let my body how to say to to get out of all this due through physical activities. So it's actually my best and I think one of the one of the tools that I use it very, very often.

00:13:44-->00:14:09

Interviewer

OK. And then we are moving to the social awareness and can you give an example of how you leveraged your understanding of teams emotions to improve? I don't know what you're working more within projects or or an operational activities and yeah, how does that affect the team performance?

00:14:09-->00:14:20

I4LT

It's the emotional part, right? (*interviewer nodding the head*). Is it how I work with myself or how I work with the team?

00:14:20-->00:14:35

Interviewer

It's more how you work with the team, how you recognize their own emotions like if somebody is sad or do you do anything about it? What's the approach?

00:14:35-->00:18:11

I4LT

I notice actually it quite well. Sometimes I'm just going right to the person and asking are you OK? Because I I feel and I see that you are feeling not OK, but like it's not. What's wrong? I ask, are you OK? Because if you ask what's wrong with you then it means that I see something wrong already. So so sometimes they go and use this personal approach. Sometimes I ask if I see that person is in a difficult situation. I ask for example you look to be more quiet during the meetings. Do you manage your workload or can I help you somehow and then the the topic

rolls out and then if the person open up so so it's really great to help and I got a lot of feedback that I succeed in stand stepping in in the right time and when it's needed actually. So I had several discussion meetings with the whole team about about our reactions and how we understand each other and actually the tool that I was using. I was using only one picture and I was, I was using a picture. When you when you stand in front of the water and you see the same view if you if you are alone and look into it. But if you say something the other part might take it quite differently and and understand it differently. So actually we discussed a lot and practice all together how we react when one person has one person who is talking to you has one purpose and you take it in another way actually and overreact or or get nervous and and how you deal with it because it's it's it's not the person it's only your reaction. So we actually were practicing various exercises and the team shared they they were happy because they had to step into another person's situation. So actually we we had a focus on this the whole year. That was the whole team together and on a personal level actually. And I encouraged several employees from my team to share the feedback directly. So if they come with a problem related to a person, I managed to encourage them to to share it directly to a person, because then it's it's the greatest achievement and you can directly talk and agree on how you will go with it further because when the third person is involved then it's more difficult always. So actually we were like trying this on a personal approach, helping each other and together with all the team.

00:18:11-->00:18:34

Interviewer

OK. And the next question is I think kind of related, but if you want to add anything else on that. So how do you ensure you are considering the needs and concerns of individual team members during any task, project or or anything that you are doing?

00:18:34-->00:18:40

I4LT

(*Hmm..*) I'm not sure if I understood the question, how I ensure their personal needs or ..?

00:18:40-->00:19:08

Interviewer

How to ensure you're considering the needs and concerns of individual team members? So for example if you're supposed to do some task but then one of the team members they are saying,

I don't feel that this idea is good or something like that. So do you take that into account or you say no, anyways we need to do this.

00:19:08-->00:21:50

I4LT

OK, I understand. So I actually when I'm not sure I I always think about who and what could do in one or another project or how I would identify the people who were the right ones for example. But before I take a decision, I always ask them what do you think, who will be the best for this or that or have you heard anyone talking about this or that. So actually I check it with my team and if we see that we have different opinions then I actually, if it's not critical, if it's a task that has, I don't know, no impact on customer or no strict deadline. Then I can then I can actually adapt different perspectives and and let the people who are willing to do it to go through it despite of the fact that they see that they won't succeed. So I had such case last year, one person working with one project. I I knew it right from the start that it would not go anywhere. But I tried different tools and suggested many many times help but the person did not listen. And then I decided I let, I let it go and they'll learn. The outcome would be the best learning. So actually it took for me an hour to complete the project after the deadline, but the learning was so great that the person was actually thankful for letting it be like it was, but learning from the mistakes along along the way. So I I prefer to check it because when you check with someone you either got approved your opinion or you then can discuss why they think in a different way and maybe you can combine and even get a better result out of this. So I don't like to make decisions on my own. I always try to find the best way and get the feedback from from the team.

00:21:50-->00:22:12

Interviewer

OK, so now we are moving to the social skills and what approaches do you use to foster good relationship and effective team work within your department?

00:22:12-->00:24:16

I4LT

(Hmm...) I think I I quite like the giving space approach. It means that I'm not standing behind the the back, I'm not pushing. For me it's more important how the person will achieve result instead of what the person will achieve. So actually I I give quite much space because I think

that of course I see where I can push and how much I can push, but I think the person should decide on how fast or how slow he or she would like to go. So I like this giving space approach. I like talking. I like 1:1 meetings a lot and we basically talk not about work related stuff, but about how you feel at work and how I can support you. What are your observations on I don't know one or another situation and and it's for me it's important that the person feels good at work, motivated, engaged and then he will definitely achieve the results. So, so, so my first choice is always listening. Listening, I mean really actively listening and then acting on what's the the stuff in in in in the dialogue actually and listening supporting and giving feedback actually the these these would be that I'm like the most.

00:24:16-->00:24:46

Interviewer

And then we are moving to exploring the impact of emotional intelligence on leadership and the team dynamics. So how have you adapted your leadership approach to improve team performance and collaboration? And do you think that these adaptations reflect common practices in your cultural background? Meaning in Lithuania.

00:24:46-->00:27:31

I4LT

I don't know how to put it in in in in several sentences actually. But I was willing to work this year on the emotional intelligence part and the team had a request to have a workshop to better understand each other. So we had actually two workshops where we did a couple of tests, one was this personality test and another was strength Finder. And actually through these two workshops we got the view what kind of people we have in a team and based on that we have a better understanding why for example one is talking in during every meeting, why another one is silent during the meetings. And and based on on the profile the person has and and the strengths, we managed to create the trust environment in the team and the collaborative atmosphere. That we we share always difficult situations together and we don't have any obstacles in solving collaboration issues or giving feedback, because this know yourself and your colleague helps a lot. But in order to know your colleague you have to know yourself first. So actually I was pointing a lot at my personal profile and actually I'm sharing during the onboarding meeting with each new joiner. What kind of person I am and where are my weaknesses and if they notice that they can just say stop, or or or just give me feedback because it helps me to improve. So actually I'm sharing what kind of person I am so that they know if I

say something or if I demand something. So it's based from my personal perspective and actually when you share it as a leader then the the team is always open to share further between themselves. So actually these two workshops and my personal perspective that always you have to start from yourself then you will be able to understand another person better. So that's what we did during this year.

00:27:31-->00:27:50

Interviewer

And it's also kind of related question, but in your opinion, what role does emotional intelligence play in enhancing team productivity, cohesion or overall success?

00:27:50-->00:29:24

I4LT

I think that in a stressful environment some people could achieve the goals and results, but the majority I think not. So feeling well at work, maintaining your well mental well-being and acknowledging emotions and trying to understand the other people around you always leads to success actually. And I think that it's the key element in each team. If you do not manage to create a trust environment, if you do not manage to be vulnerable or you do not share feedback openly. So I think it's it will not be a well functioning team at and you will not be able to achieve the results. So I think the the base this, this very base is being able to feel well and what it means. It means that you have to be a part of this well functioning team by giving from yourself as well and sharing the same values actually. So I think it's one of the most important things.

00:29:24-->00:29:37

Interviewer

OK, thank you. And we have actually 4 minutes left and I have the third part which we didn't start. So I suggest that we will stop and then I will schedule you after 15 minutes.

00:29:37-->00:29:48

I4LT

I will be free at 5 minutes past 2 actually. So I have 15 minutes.

00:29:48-->00:29:47

Interviewer

Yes, perfect. Thank you so much. So then I will stop this recording.

00:00:04-->00:00:33 (SECOND PART)

Interviewer

<...> OK. So let's continue to the organizational initiatives and we will be talking about how Danske Bank fosters emotional intelligence. So we will, we will start from the first question. So in your view, how effective is the engagement survey as a means of assessing overall well-being and employees satisfaction within the Danske Bank?

00:00:33-->00:02:13

I4LT

I think that this is a very good survey and especially if you think about the survey in combination with the team dialogues that we have afterwards, because each team member is able to see the results. And then out of what we get, we together make an action plan what we could improve or what we miss or how we could do something better. So actually I think that the questions are good and I always encourage people to answer, not like to have a better results but based on the real situation, how they see it, how they feel it, and then we agree if we can do anything better. And there are a lot of questions about workload, what is related actually to engagement and well-being at work and about workplace, about flexible work, about harassment and behavior, about your direct manager. So I think it's a very good survey and especially when we not only do the survey part, but when we have the team dialogue. So, so the employees are able to feel that this is not something that we have just to fill in, but we take actions on that. So for me it it's a very nice tool, I like it.

00:02:13-->00:02:32

Interviewer

And then we have another tool. So can you share your perspectives on this twice a year? Renew review sessions and how do they contribute to the organizational dynamics?

00:02:32-->00:03:53

I4LT

(Hmmm) Review - renew sessions have more about the personal goals and development of

employees and actually the majority think it's, it's a bit stressful for them and it's always the time that's not enough or or the methods they use do not work, but actually they do not see it like a part of emotional side or well-being at work. It's more related to what they have to do at work actually and it's like this half year review, it's more about to see if I am working and then to the the last one is about making myself accountable. So I don't feel it's it's supporting the well-being at work. It's more about results and expectations and your responsibilities actually to the role.

00:03:53-->00:04:07

Interviewer

And then how you perceive the impact of Danske Bank core values team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:04:07-->00:05:39

I4LT

We talk a lot with the team about it and I always emphasize to everyone that no matter how what kind of results you deliver, you have to be on the same level or even stronger on the how part on these values because it's even more important how you do this and how you work it and how you achieve your results. Actually we talk a lot because if we have some employees in the team who are successful but only on the result part and still struggle with this behavior part be open, team up and own it. So I think own it is one of the easiest to understand for us especially in Lithuania and the other ones we have to work more or less on these, but we talk a lot. We take it as a ground that you have to start from this point and if you commit this, then you can like go further with this. But if you are not complying your values, then you will probably not be successful or even will quit sooner or later because it's how we work and you should stick to that actually.

00:05:39-->00:05:58

Interviewer

OK. And then we will talk about organizational values, initiatives, sorry. So can you identify and discuss a few key initiatives at Danske Bank that focus on emotional intelligence development that you are aware of?

00:05:58-->00:07:00

I4LT

So I could list Employee to Employee initiatives that we have and Mental well-being sessions actually. And I think that we have a lot of information and we at least in my team, we have a couple of people who are working with this. And each of us know that we have even games and cards related with this topic or we have a list of movies that we can watch and we have sessions from time to time even trainings. Actually Mental well-being initiative, stress management workshops that we used several years ago was quite a successful initiative, Employee to Employee again. I think that the one is really aiming at collaboration and development. So I think these are the ones that we use the most

00:07:00-->00:07:15

Interviewer

And all of them that you participated or is there some particular one that you participated yourself?

00:07:15-->00:07:35

I4LT

I participated in all of them actually. OK, I I I put a priority on the people part first and then if I have enough time I, I, I take also the other activities. But the people part always goes first for me.

00:07:35-->00:07:50

Interviewer

OK. So then what were the outcomes and how the participation in these activities impacted your leadership and the team management?

00:07:50-->00:09:02

I4LT

Well, I always bring down to the team a short story or a sum up of what I have heard or what we were doing in one or another training. So I always share what I have learned, what was my key learning core take away and I send out slides if I have them, just if someone would like to read or to talk about that. They're always welcome. So actually I share what I learned, what I suggest to do and and and what I will try out. So if someone wants to go deeper into it so they know how to reach out and actually when they, when I share, I think the team is aware of what

kind of activities I prefer and what is important to me. It's not only numbers, reports and I don't know projects that I'm in, but it's also how to say trainings or workshops where I could bring something valuable down to the team. So I always share.

00:09:02-->00:09:29

Interviewer

OK and do you think that Danske Bank in general invest efficiently in development of emotional intelligence among its employees or there is still room for improvement?

00:09:29-->00:10:30

I4LT

I think there is always room for improvement, but I feel that we have more than enough actually for everyone and the most of activities are really available. So I think that we have a very good stuff inside and many different activities and we talk a lot actually and maybe more than we should. But of course we always could be better because we are not brilliant with the engagement or motivation, especially now after after the coming back to the offices. But from the perspective that from the perspective if we have something to offer, yes, we have more than I think more than we need. It's just the question if we use it and how much we use it.

00:10:30-->00:10:48

Interviewer

OK. And then I guess the last question, so is there anything additional that you think that it's worth mentioning in terms of emotional intelligence that we didn't touch upon with the questions?

00:10:48-->00:11:59

I4LT

I think I shared most of the things, but the the the very basic thing that each leader should start from is get to know yourself first and be open and share always your personal opinion, your vision and not be afraid of the team or who would think what or how someone would feel. It's the reaction that you are not responsible for actually. If you are open and you show your people can trust you, it's all you actually need. If someone doesn't like something, it's not your problem. You don't have to make everyone happy at work. It's not about that. But actually know yourself, know how you react, where you need to step aside and basically know the.. be able to see the

emotions in your employees and the notice reactions and actually all the rest would go just with the flow.

00:11:59-->00:12:02

Interviewer

OK. So thank you so much. I'll stop the recording.

ANNEX 7

Interview Transcript (I5SC)

00:00:05-->00:00:35

Interviewer

<...> So hello one more time. Thank you so much for agreeing to participate in this research. And yeah, so today we'll be talking about emotional intelligence role within leadership and Danske Bank organizational context. And I will maybe straight away start from the first question from the introduction. So can you briefly describe your current role and responsibilities within Danske bank?

00:00:35-->00:02:53

I5SC

Yeah, you know I've been working for Danske bank now for 17 years. So it's a long time and I think I had seven or eight different position in the bank since I started in 2006, yeah, September 2006. So then I was hired more for more heading the market for business customer in Stavanger area, West Coast of Norway. Then I was that for 1 1/2 year and then I was the Site manager, well Site director for the Stavanger and the region for business customers because I'm mainly from the business customers organization. I've been working all the time and then you know there's been a lot of different changes re-orgs and stuff like that from regions to segments and stuff like 4th in every third or second years, whatever. So then I was also into the region Head for business banking in the region also for 1 1/2 year and then I was a Deputy for what we call the business banking for Norway. So I started working. So then I was working for all the Norway and then I was also asked to be more the, the Head of strategy implementation for Business Banking Norway also. So it's another role. And then there was a new re-org and then I was working more for Comex regarding the business customers for Norway and for yeah that would be for two years ago then I was joining in for the organization we have now. That mainly for us more to Squad lead for the Sales and Operations and planning that we are working on now in Personal customers. So both the and also quite involved also with the ISTA following up meetings with the different stakeholders, more mostly senior management in Personal customers in Norway and Sweden. Those are the main things I'm working with now. Yeah, these last two years.

00:02:53-->00:03:15

Interviewer

Yeah, OK. So then we will jump to the features of the emotional intelligence and one of them is self-awareness. And can you share, sorry, an instance where yourself awareness of emotions helped you to manage the difficult situation of work and how does self-awareness influence your leadership approach?

00:03:15-->00:06:28

I5SC

Yeah, emotional intelligence and how it affected me, you know (*thinking*). Normally you don't think about this in the daily, daily work or in the daily interaction, but the self-awareness how you act on people or colleagues or whoever it is, that's quite important. So because it's easy to both hire persons that are like yourself or or not so that that's but they're definitely I would say that the way because you know as a leadership training also you have a lot of work a lot of courses what is training also internally in Danske bank also. So regarding more the more not emotional intelligence but how do you how you behave or how you feelings how you should also interact with others also to vote for to motivate them and motivate yourself also and and how you should also managing, manage your emotions going forward. But it's been a lot of also the start because I came from, I was not a banker before but I came as CFO and CEO and other private companies. So also so I've been the leader for colleagues and Leader for leaders. So it depends also if there's a leader group or whatever which level that you also but definitely is to to manage your emotions also and also depends on what what colours you are. You know the different colors that we have. For instance I'm a more red/yellow person and if you're talking to a green person you have to adjust it both for colleagues or and even also like we also did a lot with also when we are have meetings with the customers who are we is is the blue, blue one that really detail oriented for instance or it's adjusted or red one that have really come to the action and not too much here detailed information. So but it the self-awareness of how you feel how you behave how you interact with others has been quite important but that's frankly speaker I don't think about it too much now because I've been I've been a lead or been interacting with people on quite the different levels or well for the last 30-40 years so that's but definitely I think also the the skills or the training you had also to get repeatedly that did you because it's easy to forget also. So you definitely need also to both recognize and your own feelings and how you behave and how you communicate with others also regarded that's that's been not not the problem but the the self-awareness regarding it it's been quite important also.

00:06:28-->00:06:55

Interviewer

And then how do you identify signs of stress or pressure in yourself and then what ways has this self-awareness shaped your decisions or strategies at work?

00:06:55-->00:09:00

I5SC

That is that is a good question because I think in the performance appraisal have had for the last five or six or seven years is but that as long as when you work and try to self-motivate yourself or to to more try try to not stress too much and as long as you work with something that is interesting and this challenging and that provides value for your for yourself. Then it's easy to go the extra mile. And that the been the more it's not been my leaders problem it's been my own problem because to try to balance the work life with the problem with their personal life and also for stress it could be sickness that could be everything family and also the balance that one that is the issue that is I see I've been I have more problems with that compared to the interaction because as long as you have fun and you think it's provides some value for others also you go there extra mile and then you look at the time or the clock or whatever what you're working. So we yeah that that has been some issues but it's on myself it's not the no demands or requirements from others it's just that you want to provide the best kind of results and the goal achieve the goals that you that you have. So that has been one of the issues also to not reduce the stress. Because it can be also positive stress that it drives you a little and it doesn't need to be negative regarding it. So as long as the the positive stress but definitely you also need to balance it because and I balance it with the with the training with my family friends, playing golf, travelling good dinners, good wine. So that's the when I got more more extra energy for from from that definitely yeah.

00:09:00-->00:09:28

Interviewer

OK then we are moving to the self-management and when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation and do you think that this self-awareness impact your team's performance as well?

00:09:28-->00:12:10

I5SC

Take it one more time to question when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation? (*interviewer nodding the head*). OK, I would definitely say that even if motivation and I, I, I'm more like to involve others. So we've tried to build a more high performing team because if you can have some plan or strategy, because you know you have the goals or what you are supposed to have, the purpose of what we are doing, but definitely you can't do it yourself. You need to involve all those. You need to motivate them, share information more than ever A. They have a lot of different approaches and information and try to challenge them also in the in the team to try to build the team. Also that everybody is heard, everybody is recognized and then we try to do the best of it. Because some often when we have professional tasks you have also some strategy or tactical points in what you have to and we need also the operation of it. So we go from strategy technical to operation and then normally the strategy is pinpointed on a much higher level and then we know we need to look at the tactical and then operational how we're supposed to do it. And then it definitely the team members are the essential here that everybody can provide information because we have we have different point of view, we have different competences, we have different approaches on the different issues of problems or challenges or whatever and share that and and together try to find the best solution or to how we can achieve the the work here, the professional things that we are supposed to deliver. So I think that I think that was one of mine, Our I'm never that good alone compared to when we are a team because the team is driving it. So I remember also that we also used to have what we call the the old strategy high performing team, how do you build the high performing team. So that was the one of the things that we've worked a lot with and I think that is I think it's the best way there is just not not you is, is, is us that is providing the results here.

00:09:28-->00:12:28

Interviewer

OK. And then we are moving to the social awareness. Can you give an example of of how you have leveraged your understanding of teams emotions to improve any project that you are working on?

00:12:28-->00:13:15

I5SC

Yeah, that's an other good question (*smiling*). You know, it depends also the size of the team, the people in the team, the colours of the people and the how we are addressing the different tasks. Also here some are more detail oriented, some are more this strategic view on it. So we need to also get the best of everyone into this and try to both motivate ourselves but also get a shared motivation here and also shared knowledge and knowledge sharing between the between the team members also to try to deliver what we're supposed to. But well, can you repeat the questions once more?

00:13:15-->00:13:35

Interviewer

Can you give an example of how you have leveraged your understanding of teams emotions to improve project or or anything that you're working on?

00:13:35-->00:15:53

I5SC

Yeah, some team members might be harder to get along with and some are more smooth and focus on just delivering on the task. Some I'll like to discuss all different possibilities of the different things here. Some are more solution oriented oriented more and not some are more problem oriented regarding it and the well we have a lot of examples regarding regarding that. But the sooner or later you need to come to agreement that what are we definitely trying to deliver here. And then to not to try to problem, to focus on the problem but on solutions and try to come even further or not. We will just stand still and just discuss and discuss and we need to deliver something also. So definitely I think if that happens and then then the leader also should go ahead and said, OK, we are here now, this is direction we are moving towards. Everybody needs to be on board on this or we are agreeing on that. And if not, OK, but this is the way we need to go to meet the deadlines or meet the task or the deliveries. We're supposed to be so, but normally in the high skilled colleagues it's not that big issue, but you always have some that they might have some challenges with something or don't feel enough appreciated or doesn't feel enough heard, for instance. And then we definitely need to do that just one by one also then not just in the team conversation also to try to fix and understand what is the issue, what is the problem. So how we can solve it. Also to have some One to One discussions also so that we have a a common platform that we're working on in the team toward to go through and try to deliver the what we're supposed to deliver here, the goals.

00:15:53-->00:16:05

Interviewer

So moving to the social skills, what approaches do you use to foster good relationships and effective teamwork within your department?

00:16:05-->00:17:11

I5SC

My way to think is is to try to have fun. Yeah, definitely we need some structure, definitely. But we need also to have some opening, some small talks try to get everybody comfortable. Also we I'm I'm not that, I'm structured but I'm not hierarchically build. We are all we're all in the same group here we try to deliver what we are supposed to and so for my I, I am more a people person and then not the detail oriented. There are much more people that are better and that than me. So I try to just create the atmosphere that this is what we are supposed to do and try to build the relations with the other ones to to achieve that. So to get everybody and if we'd also need some fun, yeah, definitely. I think everybody, OK performs better if they have some fun.

00:17:11-->00:17:22

Interviewer

OK, How do you ensure that all team members are included and their perspectives valid, especially when dealing with the cross cultural teams?

00:17:22-->00:19:18

I5SC

Well, I I have a lot of colleagues, but both from other cultures or from both other sexes on a lot of different things here. But I don't think that has been a problem because if there are some main issues then the well the organization in the Danske Bank is both worldwide all sexes and all the different where they come from and where they what they appreciate the what they are doing. So for for for the inclusion now it's it's I don't think that is the issue anymore. It might be an issue for 10 or 15 years ago when I started in the bank but now with everything I I don't think that's the issue. But if it is the issue and somebody react on something then we definitely need to have a one to one conversations regarding that. Because if the if the if the team should

should what you call it the should be as it's supposed to be, then everybody needs to approve also the other ones in the team. Even if there are some preference or whatever that that there shouldn't be any shouldn't be any issue and frankly speaking I have never experienced that it's it's been an issue maybe for for 10 or 15 years ago that were some if there were some bisexual or homophile or whatever there was something you know we did shouldn't but no no not it's not been a part that it's been a big issue.

00:19:18-->00:19:44

Interviewer

OK. So now we are moving to exploring impact of promotional intelligence on leadership and team dynamics. How have you adapted your leadership approach to improve team performance and collaboration and do these have the adaptations reflect common practices in your cultural background?

00:19:44-->00:22:52

I5SC

Yeah, my culture background. OK, you know I'm a little older than you, so I have experienced a lot of things from earlier years, but I think more now it's more adaptable to every kind of people that are that are working. So it I don't think it's big issues, but I think also all the different trainings, we had an inclusion and all the different things. Also the leadership training that we have, we also we have one that we are dealing now. So also for reflection how other ones are approach when you talk how do they do they look at you for what you are informing what you are saying because it might be also easy to, to talk too much and don't listen enough on what others people's both suggestions and feelings regarding it. So but I think it's been some good internal leadership training also during the last well not the last year's but the the years I've been working in in Danske bank it's been also you learn a lot you but even if you don't learn it you get you get some new thoughts that you need to address and you need to think about it because in the in the hectic day you don't think about it too much. So that's one of the reason also we have monthly meetings with some smaller groups that we discussed all the challenges in a different organizations here from the different leaders also to just to just to have it the top of mind that we are that we are addressing it and also our own behavior and and the self self - motivation the whole other can can can (*stopping to think*) what my approach out how how do you with think about what I'm saying if I'm am I involving all of the people am I trying to motivate on the individual basis or on the team level. So it's more that the but the self-awareness

have been also quite good also with this and with some of the trainings and then but then I think also the back is on a lot of those things also in the in the last years with inclusion and everything that have been working and also the leadership programs that has been developed also to try to focus on the leaders, focus on building the best high performing team, how to interact, interact with the others, how to motivate the others and also some some also try to fix some challenges if there are some team stuff happening that you need to address also.

00:22:52-->00:23:20

Interviewer

So, yeah, OK. We don't have that much time. I think it's 7 minutes left. So I will try to be fast. So more moving to another question, in your view, how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank?

00:23:20-->00:26:29

I5SC

Another one, good one, because if you have an open leader that you are more, I would say it is easier to to give a score and a frankly score that you really believe in and not just to try to higher the score. For instance, also mentioned for instance the Lithuanian score or the other ones that we had when I came into the bank for two years ago, the the engagement survey and the scores that came up here. I've never seen scores like this, never, because I'm coming from from Norway and they they are more not reluctant, but they are more challenging. If they have enough information are they good enough or even if it's the senior management or the the the local management for instance the immediate manager so they are more and that that it might be also I'm not quite sure but I've discussed it with some other also that you know in Norway it's not easy to sack a person to like a that he's not going to work in bank. So it's regulated quite much to to get rid of people in in Norway. So then I think people also compared to for instance Denmark, Denmark is a much another one that you can get fired quite easy and we have experience on that also and in a way I think they are more challenging when they answering also the engagement survey, but it definitely depends when the when the when the score for instance, junior for instance, I think is a great leader, people skills and people leader, one of the best I ever had in the bank and I have a lot of different managers during the years, but she's more like a people person and looking after how are you and well many other leaders I have never asked me how I am so. So it's more structured this is going to be delivered, how are you in timeline for delivering. So it's much smoother and then you also get the recognize for it and

you also can also appreciate it that you are you are seen and heard regarding that one also. So I I think the relative service definitely gives us some results, some might score high because they want the leader to look the best and some some might be more challenging and if they are not happy with anything or something then they really score low. So, so, yeah, So it's dependable, I think not just for the person, but also on the market area where where you are.

00:26:29-->00:26:46

Interviewer

OK. And the next questions also kinda related with the tools that we have in Danske Bank. So what do you think about the yearly renew review sessions and do you think that they contribute to the organizational dynamics?

00:26:46-->00:28:04

I5SC

Yeah, renew and review or yeah, that's one that we are working on now. Yes, Yes. (*interviewer nodding the head*). Well, I I I think it's good also for the employer that you need to take a deep dive in the what have you done during the last year. For instance I, I, I just finalized me for a couple of days ago when I need to also look into what have you done, what was the goals and look. So you get the more a view of the whole year to what we have done. Also and and definitely for some of the leaders they are also writing some leader comments also regarding that which is quite good also. So you get the feedback also on what you're achieving development whatever you have. So I I think it provides value definitely, but for for myself it definitely it makes me take a year look what you have done during the year and try to also plan for the next year what you're supposed to do also. So it provides also value for for myself also definitely.

00:28:04-->00:28:28

Interviewer

And then you, I think mentioned that you are participating in some leadership trainings and they might be related with the emotional intelligence. And do you know any other initiative that Danske Bank is taking for developing emotional intelligence?

00:28:04-->00:29:26

I5SC

No, not for emotional intelligence. I think mostly come from HR regarding the leadership training. So I'm not quite sure if there are any other programs in the bank. So this is the only one that I have. Well, I've been joining in in so that's that's from HR and the leaderships training that you you need to look into how your own behaviour and your own motivation and then stress and whatever also how other people can feel what when you talking and how you are performing. So no, I, I I would say the the HR or the leadership training has been the area internally. So there might of course be externally, yeah, but for internally that's that's mainly from the leadership training.

00:29:26-->00:29:28

Interviewer

Yeah. OK.

00:29:28-->00:29:32

I5SC

And do you do? anything more, do you do anything more regarding that?

00:29:32-->00:29:44

Interviewer

Yeah, that's what I wanted to ask you. Do you have a Mental week or for example, some activities regarding Diversity and Inclusion or Family Day in Norway?

00:29:44-->00:30:05

I5SC

Yeah, not the Family Day, but we have the Diversity and Inclusion. And so we have also, yeah, we we have that, but not not Family days. So in the 17 years, I'm not quite sure if my wife have met a lot of my colleagues definitely not.

00:30:05-->00:30:24

Interviewer

OK, OK, good. And yeah, talking about the not internal but like external trainings, have you participated in any regarding emotional intelligence?

00:30:24-->00:31:08

I5SC

No, it's more specific in change management and the in change management also in Prosci, I'm certified in Prosci, ADKAR training. So yeah, so that's there's also also how to interact with other senior management to try to get them to change and approaches regarding that. But that's the only one I've been externally for the last three or 4-5 years. Yeah, yeah, *yeah (nodding his head)*. But I think, yeah, even though they are kind of professional for your job related, but I think that they are related with emotional intelligence as well.

00:31:08-->00:31:26

Interviewer

So then just wrapping up the last question, do you think that Danske Bank invests enough to develop emotional intelligence among its employees or do you think that there is some room for improvement?

00:31:26-->00:34:02

I5SC

I would definitely think there's room for improvement. I would say so, because even if there are some leadership programs or training regarding it, I think this definitely can also be a part of not just for leaders but also from all for others. To get to know yourself even better and how you behave and how you're feeling and how other can can also that comprehensive but get your feelings also towards it. So definitely I think that could also be some of the issues because I remember from many, many years ago there was a lot of what are they called the different colours that we have regarding what person are you for instance, I don't think, well I'm not quite sure, but I have not been part of that for the last 8 or 10 years. But from many years ago, we did the really lot regarding that trainings with all the employees and because that that's what's more self-awareness. How are you interacting with what are your feelings, what's others? How do we interact with other people, with other callers. So that's more, more also emotional, also intelligent. But I remember also I remember that this was a huge one that was and it went for several years. So that was good. I can't remember the name now, but it was really good. And then you got a report on 30 pages that the what should you look after because when you were going to interact with others, what are your pain points in your interactions. So then you learn a lot about yourself also regarding the tests and others. So and we also had some

business banking also business banking more master class that was also quite heavy. It went for a couple of years also. So but I think they have reduced that one for all employees. So now it's mainly for leaders that they are doing something.

00:34:02-->00:34:06

Interviewer

So thank you so much for participating. I will stop the recording.

ANNEX 8

Interview Transcript (I6SC)

00:00:07-->00:01:28

Interviewer

<...> Started. So, hello again and thank you again for participating in this survey. So just to remind you, we will be talking about emotional intelligence role within leadership in Danske Bank organizational context and the questionnaire will be split in three parts. So the first part will be just general questions. The second part we will go through for attributes of emotional intelligence and there will be questions regarding that. And the third part will be more how Danske Bank adopts initiatives and everything related with the emotional intelligence. So the questions are can be a bit, so to say like few questions or if if you, if you have a question yourself and you don't understand, so just let me know, I can repeat it and so on, no worries. OK, so then let's start from the first question from the introduction and can you briefly outline your current role and responsibilities within Danske Bank?

00:01:28-->00:02:15

I6SC

So my responsibilities, yes, yeah, I'm heading our Finish Advice, Support and Implementation department here, supporting Personal customer business unit here in Finland. I have also do a role to manage or lead our Nordic functional investment team, meaning that we are covering investment area development support regarding Finland, Sweden and Norway, but that that will be removed that probabilities this, this Nordic responsibility at the end of this year. But this, these are my main main responsibilities at the moment.

00:02:15-->00:02:24

Interviewer

OK. And then can you specify the typical or average size of the team that you manage?

00:02:24-->00:02:29

I6SC

Can you repeat? It's a bit poor connection. Sorry.

00:02:29-->00:02:34

Interviewer

Yeah. So can you tell me how big is your team?

00:02:34-->00:02:40

I6SC

My team is at the moment 13 SMEs.

00:02:40-->00:02:46

Interviewer

OK, and then how long you're working for Danske Bank?

00:02:46-->00:02:49

I6SC

25 years on January.

00:02:49-->00:02:55

Interviewer

Wow, that's nice. Yeah, it's like home actually (*smiling*).

00:02:55-->00:03:04

I6SC

Yeah, yeah, yeah, yeah (*smiling*). I have, I have been for a while here.

00:03:04-->00:03:27

Interviewer

OK, so then we are moving to the emotional, emotional intelligence part. And one of the components of the emotional intelligence is self-awareness. So can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work?

00:03:27-->00:05:20

I6SC

This is a bit more tricky question (*laughing*). Of course, when I'm leading my team members I need this kind of emotional intelligence on a daily basis and I have to listen to them carefully and and what I have learned in the past is that you never know if someone is having some

personal challenges or, or some some other issues they have to cope with. So, so it's really important try to listen and ask if if if the other person is ready to have some some communication with me or or or if if the person is ready ready to contribute to to some some something I would like to happen next etcetera. So that's at least something I daily basis is I need this kind of emotional intelligence leading other people. Then on the other way if if we are for instance building up some new teams, so we are may, we are we are planning some kind of restructuring etcetera. So this kind of also planning, how people will react, then how, how, how how people will behave after changes so etcetera. That's also a part of work when we are planning different kind of implementations and also part of our our work and my personal work to take that account when planning planning these kind of new things to be implemented.

00:05:20-->00:05:36

Interviewer

OK. And then the next question would be how do you identify signs of stress or pressure in yourself and in what ways has this self-awareness shaped your decisions or strategies at work?

00:05:36-->00:07:50

I6SC

Yeah, yeah, I, I really feel pressure every day in this position. There's a multiple, multiple sources for for the pressure. So of course there's top management and their customer expectations and my team members expectations and and stakeholder expectation our our business partners expectation. So there are a lot of expectation towards us and and and in our position we and I have to handle those those those stress situation all the time. How I do it? First of all, I of course I I tried to balance my my working life and personal life. So I have to try to remind myself that that this is this is only work and nothing serious is happening if if there's some, some, some issue. So so yeah, we are we are mostly providing such services to our customers that nobody is. We are not risking any anybody's live etcetera so. So that's that's that's how I tried to of course balance and and and cope with those different different situations. So yeah. But then then of course one way to handle is, is that not taking so personal so, so, so thinking that there are there are things and there are matters and and issues, but there's no different kind of personal feelings feelings normally on the plate. And if there's some personal feelings of course, I try to separate that. That ok these are those issues and and and we can discuss about those, but then if there's some personal feelings etcetera I try to separate and and

and deal with those and in in in in in different ways. So that's that's probably one way to handle handle this kind of environment.

00:07:50-->00:08:07

Interviewer

Yeah. OK. So then we are moving to self - management and can you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situation within your team?

00:08:07-->00:09:40

I6SC

Yeah, I I of course when when COVID started and and we we were working only in physical offices before and then when we started to use this kind of remote tools and also I have to lead remote meetings at and 1:1 meetings etcetera. So that obviously was was a big change at that time. That that I haven't, I haven't been used to have Teams or or Skype in my daily daily daily daily work. So that obviously changed changed my work in that area then now now when we have, I have had this Nordic, Nordic responsibilities also how to lead SMEs who are who are not reporting directly to me. They are not my direct reports but still I have to lead them in in this kind of investment area. So, so I'm I'm I'm hitting this kind of subject area but but not having this superior role to some of those those team members so that that that was also a change happened two years ago. So at least I can mention two those two two things.

00:09:40-->00:09:51

Interviewer

OK, and then when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation?

00:09:51-->00:09:52

I6SC

Sorry, can you repeat that?

00:09:52-->00:10:04

Interviewer

Sure, when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation?

00:10:04-->00:10:45

I6SC

Yeah. I would say that that this kind of open dialogue is the most important that that I encourage able to to speak speak and and say loud if they have any any any challenges with motivation or there's there's anything they would like to share. And and then of course this kind of sparring and dialogue dialogue and finding different views and perspectives that's not normally helps out of situations.

00:10:45-->00:11:04

Interviewer

OK. Then we are moving to the social awareness and can you give an example of how you have leveraged your understanding of teams emotions to improve project or in general team performance?

00:11:04-->00:11:08

I6SC

Can you once repeat?

00:11:08-->00:11:30

Interviewer

I will turn off my camera maybe it will work better (*interviewee nodding the head*). Sometimes it helps. Let's try again (*interviewee nodding the head*). Can you give an example of how you have leveraged your understanding of teams emotions to improve project or team performance in general?

00:11:30-->00:12:33

I6SC

Good question. Yeah, of course when we have, we are starting for instance new scoping scoping of of the project. So in those situation we, I have reminded that that also this this purpose of the project and and and and and make make that purpose and and and and what is

the meaning of the of the project as visible as possible, because that is normally really important when we are motivating those those project members etcetera. So, so that probably is something something I could mention as as an example.

00:12:33-->00:12:50

Interviewer

OK. And then how do you ensure you are considering the needs and concerns of individual team members during the project planning or execution or any part of the project?

00:12:50-->00:13:46

I6SC

First of all, we have to agree that there's some kind of structure to escalate any any worries or any, any, any issues. So that's part of planning this, this how how project will be run. So so that that that is the first part and the second is is having this kind of 1:1 meetings with those key, key players in the project. So also in a very personal level check what is the their feeling when they are part of this project and and how if if if they would like to share something, there's also opportunity to do that on the regular basis. So those those those two things, so having a structure to escalate anything and then having having those 1:1 and open dialogue with those key key projects members.

00:13:46-->00:14:03

Interviewer

OK. Then moving to the social skills what approaches do you use to foster good relationships and effective teamwork within your department?

00:14:03-->00:14:45

I6SC

Yeah of course arranging this kind of stakeholder meetings that's that's what I can do and I I try to do and and so that way help my my team or different stakeholders to meet meet each other. That that's something. And the second is of course act and behave as an example by myself. So so being really open and and and and sharing my my thoughts and and and being also good team player and and by myself (*smiling*) so that that is of course one way to to lead lead others.

00:14:45-->00:15:02

Interviewer

Hmm.. ok, and then how do you ensure that all team members are included and their perspectives valued, especially when dealing with the cross cultural teams? if you have that experience.

00:15:02-->00:16:05

I6SC

Yeah actually I have when I'm leading this Nordic functional team and there's members from Sweden, Norway and Finland. So yeah that's that's of course this save time for all all team members to share their views and and represent their their market area in in in our set set regular meetings and and then of course I have to take all responsibility to learn what is market environment in those those countries. So also also use my own time to to learn, learn different products and areas, areas and and if there's some some different things in in different countries so, so learning and then taking care of that that those team members can can share and they have time to represent their their own area.

00:16:05-->00:16:36

Interviewer

OK. Then we are moving to exploring the impact of emotional intelligence on leadership and the team dynamics. So how have you adopted your leadership approach to improve team performance and collaboration? And do these adaptations reflect as a common practices in your cultural background?

00:16:36-->00:17:59

I6SC

Yeah, one thing I, I have tried to do is to delegate the roles in in in our team so that it's not only me who is actually facilitating or or or or or deciding what is the agenda for for our our our meetings or what will be our our plan for for next period etcetera. So try to involve our team members to to contribute and and and and make proposals and so so so that everyone can can set their view and that that is that is listened and and and and then of course the plan or agenda will be will be much better if if if it's it's not only me who said what what what to do next and what will be our plan or what will be our agenda. So so involving people team members take care that that they can contribute and then then facilitating this this final final solution decision

00:17:59-->00:18:20

Interviewer

And then from your experience, do you think that this involving others, is it like a common thing for the Finnish leaders or have you approached or have seen that for example, I don't know, Swedish are not doing like this?

00:18:20-->00:18:51

I6SC

Yeah, yeah, I I think that it's not so cultural related thing. It's more personal personal level thing. So, so it's depends mainly from the person, it doesn't matter if the person is coming from from Denmark or Finland etcetera. So so it's it's more person personal level at least in in Nordics that's that's my experience.

00:18:51-->00:19:06

Interviewer

And then in your opinion, what role does emotional intelligence play in enhancing team productivity and overall success?

00:19:06-->00:19:48

I6SC

I yeah, it's really hard to evaluate, but yeah, obviously if if, if there's a challenge or or if there's some issue in in this kind of emotional environment, then it will affect definitely. But, but if it's if it's a really good level or if it's excellent. So what is the, what is the this kind of factor factor, I cannot, cannot say, but obviously if there's an issue that will affect definitely negative way.

00:19:48-->00:20:18

Interviewer

Yeah. OK. Thank you. And then we are moving to the third part, the final part. So we will be talking about organizational support for fostering emotional intelligence. And the first question would be in your view, how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank?

00:20:18-->00:21:11

I6SC

(Hmmm)... I would say that it's, it's pretty OK. Of course there's probably a bit too much different questions and and areas. So if we would like to focus on on this emotional intelligence and what is what is what is the score in that area then the survey should be more focused on that. So that's that's you can find the result and and some indicators regarding that from from this engagement survey but but it might be because there's so many questions and areas so so that that there's some kind of some other areas might influence in that area if if we are checking those results.

00:21:11-->00:21:25

Interviewer

OK. And then could you share your perspective on the renew - review sessions how do they contribute to the organizational dynamics?

00:21:25-->00:21:40

I6SC

I would say that they must have in any organization that we have those regular regular renew and and also this kind of evaluation meetings. So that's really good structure and and and they they definitely they support our our work in the leadership.

00:21:40-->00:22:14

Interviewer

And because you have quite a lot of number of years of experience. So did you have this renew review sessions before, I don't know 10 or 20 years ago or it's kind of a new tool introduced from the Danske Bank?

00:22:14-->00:22:27

I6SC

As far I remember we have had in some format always this kind of renew review meetings.

00:22:27-->00:22:45

Interviewer

Yeah, OK. Then how do you perceive the impact of Danske Bank core values: team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:22:45-->00:24:00

I6SC

I personally, I like those cultural commitments. They are simple and and and and of course their interpretation might differ from person to person so so especially this this Own it, because someone can understand that he or she must own everything. Someone is thinking that it's it's it's enough that they're owning owning their very limited part of the business. So, yeah, of course you can you can interpret those a bit different way, but still I I'm, I, I like them and it it has helped me also having this kind of dialogue with my team members. So, so, so so how you're collaborating and are you following this team up commitment and etcetera. So, so I like them, they they have helped me and they have facilitated dialogues in those review meetings with my team members. So that's my answer.

00:24:00-->00:24:18

Interviewer

OK, great. And then can you identify and discuss your key initiatives at Danske Bank that focuses on emotional intelligent development that you are aware of.

00:24:18-->00:24:20

I6SC

Do you mean my my own activity or Danske Bank?

00:24:20-->00:24:41

Interviewer

First Danske Bank if if you know anything in Danske Bank, but it might be that it's it's not saying emotional intelligence but it might be something like Mental week or some courses that I guess that you have for management?

00:24:41-->00:25:37

I6SC

Yeah, we have had this is it this Leading with purpose program going on last last 1,5 year now here in at least here in Danske Bank, Finland. So at least that that leadership course has has

included this kind of emotional, intelligent learnings, learnings from leaders and that has supported me and my colleagues, colleagues. I would say that it was, it was almost mandatory for all leaders in Finland. So it was, it was highly recommended. And I think 90% have attended to this, this at least here in Finland probably.

00:25:37-->00:25:48

Interviewer

OK, OK. And do you have like a Mental week or Family Day or time to give activities as well?

00:25:48-->00:26:36

I6SC

Yeah, yeah, actually we we had just two weeks ago day when when our employees they they have chance to bring their kids to the work, work, working place. So it was this kind of Family Day and and then we have those Time to Give this I think we have maximum three per year for all employees to be used such such activities. So yeah and and we have Mental week probably we had also that in some format but I don't remember exactly.

00:26:36-->00:26:45

Interviewer

OK so but have you participated? you mentioned that you participated in in these Leaders courses.

00:26:45-->00:27:05

I6SC

I haven't participated personally but my team members who are having small small kids. Actually, I have once in my career that, because my kids are now already adults, so so but I think five years ago my my daughter she visited actually, yeah. Yeah in Danske bank that day so yeah.

00:27:05-->00:27:49

Interviewer

OK and then just coming back to the courses that you mentioned, so have you adapted anything from these courses in in terms of you know helping your team for better communication or or collaboration?

00:27:49-->00:29:09

I6SC

Yeah at least I did one personal commitment after after that that course that. So I promised to start all my all meetings, I have invited with question. Open question to all participants if they would like to if they have some something to be added into agenda or if they have any any worries or or or challenges which is hindering them to probably attend to meeting fully? So so not starting with with my or following my own agenda in the very beginning and pushing pushing other participants, but but taking time in the beginning and and asking if there's anything I I should be aware and give opportunity to anybody to to still adjust an agenda or or or flag flag if there's some some some more urgent issue than my my personal agenda. That that was something I actually decided

00:29:09-->00:29:21

Interviewer

OK that's nice and I guess like one of the last questions. So do you believe that Danske Bank invests efficiently in the development of emotional intelligence among its employees?

00:29:21-->00:30:23

I6SC

Probably not yet especially now now when we we just changed this remote work policy for instance, I have I have received a lot feedback from my team members and also other employees that it was not communicate it probably the best way and and and and I think that is good example when when probably this emotional intelligence was not taken account perfectly by Danske bank leadership. So obviously some kind of more broad employee involvement and this kind of listening different views before releasing this kind of decision would would would make this kind of changes better managed I would say.

00:30:23-->00:30:36

Interviewer

So the last the last question so is there anything else from your experiences that you would think that we might add to this discussion?

00:30:36-->00:30:39

I6SC

You know interesting topic.

00:30:39-->00:30:45

Interviewer

Yeah it's very interesting topic and it's a pretty fluffy one I would say.

00:30:45-->00:31:05

I6SC

But still it's it's really interesting and and I think it's overall it's it's it's really important that that we are aware that that this emotional intelligence is is part of our work. It's not nothing, it's it's not always something in your personal life.

00:31:05-->00:31:10

Interviewer

Yes. Yes, exactly. OK so then I'll. I'm stopping the recording.

ANNEX 9

Interview Transcript (I7LT)

00:00:02-->00:01:47

Interviewer

<...> So, thank you so much, I7LT, for agreeing to participate in this interview. Let me pull up the questions. I will say briefly the interview guide. It's the same as you had in the meeting invite. So we will be talking about the emotional intelligence in the Danske Bank organization and all the information that will be recorded here. It will be deleted afterwards. So you don't need to worry about any data privacy. I will just start reading from the introduction and I will tell you when one part is over and when we will jump to another part. So feel free to ask questions if you don't understand what I meant by that and let's have a nice time. So first question from the introduction would be, could you briefly outline your current role and responsibilities within Danske Bank?

00:01:47-->00:02:05

I7LT

I am a project manager in regulatory projects and basically I am working in PMO Workstream, so reporting structure stakeholders and full support to Theme Integrator.

00:02:05-->00:02:09

Interviewer

And then can you tell me where are you located?

00:02:09-->00:02:13

I7LT

I am located in Lithuania.

00:02:13-->00:02:16

Interviewer

And then can you specify the typical or average size of the teams that you work with or manage in your current role?

00:02:16-->00:02:45

I7LT

It's a bit complicated, because we are working with a lot of stakeholders. Currently we are working with Development Tribes. So it's hard to say it's 50 people maybe.

00:02:45-->00:02:52

Interviewer

And then how long do you work in Danske Bank yourself?

00:02:52-->00:02:59

I7LT

In March it will be two years. So, for now it's one year and seven months.

00:02:59-->00:03:31

Interviewer

So that was introduction part and introductory questions and then we are moving to the second part. And in the second part we will have some questions about emotional intelligence competences and how do they influence the leadership styles. So let's start from self-awareness and can you share an instance where you felt, that your self-awareness of emotions helped you to manage a difficult situation at work and how this awareness influenced your leadership approach?

00:02:31-->00:05:02

I7LT

So I just need to share a situation, example of situation? oh, good question (smiling) because it's quite complicated. I would say situation in our team because you know everyone wants to be important and everyone has their own opinion. So and I am more of people who listen opinions and then express my opinion. But yeah, I always try to listen and to hear what people are saying. So I think my manager and my team members really appreciate with my skills or my behavior because it's helps to avoid conflicts and to keep good relationships with team members and overall just to keep, you know, a good atmosphere in the team. I would say because as I said everyone wants to speak loudly and to be the most one important in the team.

00:05:02-->00:05:25

Interviewer

So, yeah, OK. Thank you. So moving on to the next question, how do you identify signs of stress or pressure in yourself and in what ways has this self-awareness shaped your leadership decisions or strategies?

00:05:25-->00:06:40

I7LT

OK, so long question. First of all, how I identify stressful situations, let me think... I am stop speaking I would say because then I am stressful. It's really hard to think and you know I think emotions first. So I just try to not speaking because when you can just say what you want to say (laughing). And of course behaviour is not natural I would say because we just you know close and yeah I would say in this situation in stressful situation I am act in this way. Or I am just trying to leave and to take a walk and just calm down. Just I'm leaving the hot spot yes. And what was the next part of the question?

00:06:40-->00:07:02

Interviewer

So the second part was in what ways does self-awareness shaped your leadership decisions or strategies? So I guess you kind of answer that because you said that if there is some stressful situation, you are just kind of moving out from that.

00:07:02-->00:07:13

I7LT

Or I am just asking just to continue the conversation just, I don't know after one hour or just next day when everyone will be just calm down.

00:07:13-->00:07:41

Interviewer

So, yeah, OK, great. Thank you. Then we are moving to self-management and there will be

two questions about that. Could you describe a time when you had to adapt your leadership approach to manage a sudden change or crisis effectively within your team?

00:07:41-->00:08:04

I7LT

I think it's hard to say because I am not a leader because you know, I have my manager, I have a program manager, so I have a lot of people around me who makes decisions. So I would say, it's hard to say (thinking).

00:08:04-->00:08:32

Interviewer

OK, and then there if were any situations together, let's say with your manager where I don't know, you had some meeting and there was some frustrations or something like that and you needed to be involved in that?

00:08:32-->00:09:43

I7LT

Maybe it was like a situation when they asked a feedback about the person to make a decision on their own. You know because for example when I was like a mentor and you know you spend time with a newcomer, I don't know a first month and you share knowledge. And, yeah and I had like a situations when he asked: how do you think, how he is performing or something? So, because he wanted to make a decision about new employee. So I was like in a situation, but it was not my decision that OK, we need to fire a person or they just need it. Because I think, yeah, I didn't make any decisions, but it was like asked a feedback from my side how I see the station or how I think how we can, if we can move forward or we just need to stop and to say thanks and bye to him.

00:09:43-->00:10:07

Interviewer

OK, thank you. And then another question, when faced with the professional challenges, what

strategies do you employ for maintaining focus and motivation? And how does this ability to self-manage impact your team's performance?

00:10:07-->00:10:07

I7LT

Again, so long question, can we just divide it in parts?

00:10:07-->00:10:31

Interviewer

Yeah, yeah we can. When faced with professional challenges, what strategies do you employ for maintaining focus and motivation?

00:10:31-->00:11:15

I7LT

Good question and a hard question at the same time. I don't know. I just try, you know, to think, OK, what I already did and what I can do more in this for example, role and to talk with myself if OK... I need to think about that (*thinking*). Can you repeat a question one more time?

00:11:15-->00:11:27

Interviewer

Yes, so when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation?

00:11:27-->00:12:42

I7LT

OK, first of all, I just overall think about the team because I'm a team member. And I think it's really important that we support each other and to see the one goal. So, in this situation, I think people around me mostly motivate me or de-motivate. So, it depends what kind of colleagues around. Yeah, as I mentioned. So, I'm trying just to write down what I already did, what I can do more in this in the current role. So, I think the main things, also conversations with colleagues and with manager, because I think a manager has the biggest power and you know,

can help you, for example if you know what you want. So, he can really have a power to help or yeah, to help for example. I think second part, yeah, the second part was about the team performance, but I think I already touched when answering the question, yes (*nodding the head*).

00:12:42-->00:13:01

Interviewer

So then moving forward to social awareness, can you give an example of how you have leveraged your understanding of the team's emotions to improve project initiative outcomes or team performance in general?

00:13:01-->00:13:45

I7LT

I think in my situation it's sometimes hard to understand because I'm located in Lithuania and the rest of the full team located in Denmark. So, we meet each other during only meetings, online meetings, but we are still trying to speak and to share what is working, what is not working, what we can improve or what we should change. So from my side, I'm just trying to listen to give feedback and do changes if something is not working.

00:13:45-->00:13:57

Interviewer

So OK, I don't know, maybe it's kind of related. The second question, how do you ensure you are considering the needs and concerns of the individual team members during the project planning and execution?

00:13:57-->00:14:18

I7LT

Yeah, I think it's related. So we just share and we just searching, OK. For example, you are good in this part. You are good in this part. So yeah, we are trying to speak because if you're not talking with the team, it can be absolutely disaster (*smiling*).

00:14:18-->00:14:44

Interviewer

So what you mean from what I hear that you kind of listen to each other and trying to discuss. And then we are moving to the social skills. What approaches do you use to foster good relationships and effective teamwork within your department?

00:14:44-->00:15:19

I7LT

Yes, I am trying to be a nice person, positive person to ask people how was their weekend, how are they. And, also I am always try to help if someone asks support or help or advice. So, I never say no. If I am busy or something, I just say OK now I'm busy, but maybe you can come back after two hours or later. So yeah. And I think people really appreciate this.

00:15:19-->00:15:45

Interviewer

OK, Thank you. Then there is another question. Describe a project or initiative where your enthusiasm and passion significantly contributed to the team's success? What strategies did you employ to keep the team motivation?

00:15:45-->00:16:28

I7LT

Mostly I am working on analytical part, so maybe it's hard to say. As I am responsible for that everything would be according to requirements, that we would have structure, we have all tools, for reportings and so on. So yeah, I think my main responsibilities are not, you know, to sell something or to drive something. I am as I said, I am more responsible for that technical part.

00:16:28-->00:16:40

Interviewer

And then the last question and I think I spoke a little bit about that, but still, how do you ensure that all the team members are included and their perspectives valued especially when dealing with the cross cultural teams?

00:16:40-->00:17:54

I7LT

Yes, as I mentioned I have a functional and HR manager, I have a Theme integrator. So, I think the main responsibility is theirs to ensure that everyone will be involved because I don't have, it's not my responsibility to ensure that everyone would have tasks and would be involved. So, it's not like my role to and not my responsibility I would say. But yeah, because I'm not complaining that OK: I feel that I'm not involved in the team so maybe you can give me a task or something. So I am that person, which If I feel that I am not involved. I am escalating that. OK guys maybe you miss me and please involve more in the program. But, if I see that the colleagues have a specific knowledge and for example we can help me or we can share knowledge and to improve something, then of course I am raising the question or and ask maybe you would like to join and to solve together this in this issue or improve this in this part.

00:17:54-->00:18:58

Interviewer

So, OK, got it. Thank you. Then we are moving to a little bit different part and even though you said that you are not in the leadership position, but you can take those questions more from the perspective that all of us, we are kind of leaders if we are doing some initiatives or having some team maybe not even to manage, but we are working in the team. So there will be some questions about exploring emotional intelligence impact and leadership and team dynamics. So, the first one would be how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background?

00:18:58-->00:19:10

I7LT

Please repeat, OK, maybe the first part only the first part.

00:19:10-->00:19:20

Interviewer

Yes, OK, how have you adapted your leadership approach to improve team performance and collaboration?

00:19:20-->00:20:10

I7LT

As I said, maybe I will repeat, I am sharing my knowledge with team members. I also support, always try to support by helping if I notice that we struggle with something. I am working with older project managers so they have, I would say we less analytical and technical skills. So it's really, I would say this is the strongest my part which I really help for them to keep the structure to keep rules. And, so I think these my skills really help for team just to move forward.

00:20:10-->00:20:19

Interviewer

OK, I don't know. Then I think we can skip the second question.

00:20:19-->00:20:29

I7LT

I just have a question. So we are talking now only about my current role, yeah? Or just other overall my experience, no, about my current role? Yeah, in Danske Bank?

00:20:29-->00:20:44

Interviewer

Yeah, in Danske Bank, you can talk about the overall experience as well, but it should be related with Danske Bank. Don't say anything about, about any other company that you were working.

00:20:44-->00:20:47

I7LT

OK, OK, good.

00:20:47-->00:21:01

Interviewer

Then the second question, reflecting on your experience is how do you think your emotional intelligence has shaped your overall leadership style?

00:21:01-->00:21:51

I7LT

You know, I am not a leader, first of all. And the second one, I really try to not show my emotions at work because I try to keep my personal life outside work and you know if something is happening in my personal life so I'm not showing that to colleagues that OK now if I am angry everything is bad for me and so on. So, I think it's a two separate things. So at work I am OK. When I'm at work, I am on work mode and just to do what I need to do because I have responsibilities.

00:21:51-->00:22:11

Interviewer

And then another question will be like more overall from your experience I guess what you observed in your opinion what role does emotional intelligence play in enhancing team productivity and overall team success?

00:22:11-->00:23:07

I7LT

I think one of the most important, because from people emotions, how they feel, how they it depends how you collaborate with team members. So how if you respect each other or no, you listen each other or no. So, I think everything with team motivation, how you're performing every a lot of things really depends on how you feel so and how you deal with your emotions and how you act with your colleagues, how you deal in stressful situations or when you then you move forward then you performing good or you're performing bad. So, I think everything is related.

00:23:07-->00:23:46

Interviewer

OK, thank you. And now we are moving to the last part. We will talk about organizational support for fostering emotional intelligence within Danske Bank. So there will be two parts and we will start from the first one. And the first question would be in your review how

effective is the engagement survey as a means of assessing overall well-being and employee satisfaction in that's the bank?

00:23:46-->00:24:35

I7LT

After survey leaders organizing a lot of meetings, discussions with employees, but I can't say that I see a huge changes. And you know if people express any concerns or they disagree or they can see that it could be communicate in other ways. I don't know that we can see a huge changes after engagement surveys maybe because I'm not so long in Danske Bank, so it also could be a reason. But from my short experience, I would say I don't see any big changes.

00:24:35-->00:24:35

Interviewer

But yeah just the follow up question, do you think that it's a useful tool in general to be used, like to continue to be used or you would think that it's kind of a waste of time?

00:24:35-->00:25:55

I7LT

I don't have what to offer over tools that are more better for now as of course I think they need to know how people feel what is the temperature in the company. But if it's the best tool I don't know, because what we see, what we can see after surveys, what people are commenting that they are disappointed that was no actions after for example last survey. So people also reflecting that, loudly reflecting that it doesn't work and it's a little bit like a fake from management. Maybe because we are talking that, yeah, we hear you and so on, but we can't see any actual actions.

00:25:55-->00:26:21

Interviewer

OK, thank you. So then moving to another question, could you share your perspective on the twice a year re-new/ review sessions? How do they contribute to the organizational team dynamics?

00:26:01-->00:28:03

I7LT

I don't know I'm not enthusiastic of this part because I think it's like a formal thing because I think in all companies we have this one. Of course, it's good that you can write, how you for example imagine the next year and what we would like to achieve and to have like a plan listed and then to come back after a year and to mark OK, I completed or not completed but maybe it's also depending on the role in which you are. But then you are for example in my role and in current situation and when your old team is in Denmark and you know I'm not my manager evaluating me, but I'm not working actually directly with him. So, I have a team integrator and I believe that a team integrator feedback makes a huge difference. And then we are working in this setup. I think sometimes we can just interpret and just you know what you need to trust, what people around saying about your employee for example. So, I'm not absolutely enthusiastic on this tool.

00:28:03-->00:28:33

Interviewer

OK, thank you. Then, another question, it might be a bit complicated as well. So, you can choose what part you want to answer or not. So, how do you perceive the impact of Danske Bank core values team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:28:33-->00:29:25

I7LT

I think they are related. Let me think a little bit (*pausing*). I think it's good that we have them because we also have like on team level these values. So it's good to align to and to have also goals as a team, because we have two parts in that free values how and what. So it's also like a part of behaviour how we are planning to reach that values. What you would like to hear more? Sorry.

00:29:25-->00:29:54

Interviewer

That's fine. If you think that it's enough. And the last part, there will be a few questions about the organizational initiatives. So can you identify and discuss a few key initiatives at Danske Bank that focus on emotional intelligence development that you are aware of?

00:29:25-->00:31:27

I7LT

OK, maybe. First of all, I need to say that I'm not very active in this whole activities after work, but what I saw and what I hear and what it could be related with, I know that we have like that Mental health week. So, I think that of course in Danske Bank overall, we are a lot talking that we need to feel good. We all are different and it's fine. We all have a different way of working. So maybe one of the events could be that Mental health week where people share their how they deal in stressful situations, how they deal in stressful situations, how they deal with emotions and so on. Maybe one of the event could be, I'm not sure 100%. But we have also events like Employee to Employee I think where employees also share their experience and their true situations and real situations in Danske Bank. Also, how they deal with stress, for example, how we deal with emotions, the way of workings and so on. And actually Danske Bank has a lot of events and I think they loudly talking with about Mental health.

00:29:25-->00:31:38

Interviewer

So the second question was have you personally taken part of any of these initiatives, for example, the ones that you spoke about?

00:31:38-->00:31:40

I7LT

No.

00:31:38-->00:31:40

Interviewer

OK, so you haven't participated in in any.

00:31:38-->00:31:40

I7LT

I just listen as maybe a recording a few recordings, but I'm not very active as I said in this kind of activities.

00:31:40-->00:32:18

Interviewer

OK. So then a few other questions might not apply because of your answers. So I'm just moving to another one. Do you believe Danske Bank invests sufficiently in the development of the emotional intelligence among its employees?

00:32:18-->00:33:31

I7LT

I think we invest but it also depends how you take. How you act. How you take it yourself because you know the company can offers a lot of things that if you are just not from your side not participate or not interesting. So yeah, it you could, but I believe that Danske Bank, yeah takes a lot of time and a lot of efforts to improve this part that everyone will feel good in the office or in the company and they are talking a lot about different people about as I said different ways of working about that it's fine to be different. It's that it's fine to be sad and we are communicate quite a lot I would say in social media in overall in company and yeah.

00:33:31-->00:33:46

Interviewer

OK, thank you. And then the last question would be, I don't know if there is any additional insights or experience related to the emotional intelligence at Danske Bank that you think is important to share?

00:33:46-->00:34:10

I7LT

I think no. Your questions was really good, but maybe just I can as I just repeat that as I said that I as Danske bank talk more and more talk about emotional intelligent, about mental health and I believe that in the future we talked also. They will continue this like a company or something.

00:34:10-->00:34:24

Interviewer

So that was it from my end actually. And I just wanted to thank you for the participation and I will maybe stop the recording.

00:34:24-->00:34:32

I7LT

Yes, thanks.

ANNEX 10

Interview Transcript (I8LT)

00:00:03-->00:01:17

Interviewer

<...> Yes. So the recording started. Thank you so much for participating in in the interview. And I think I mentioned everything in the meeting invite that the meeting will be recorded, but everything will be deleted after I'll transcribe all the recording and you will stay anonymous in this interview. So just to remind you, so we will be talking about the emotional, emotional intelligence role within leadership in Danske bank, organizational context. And the questionnaire is split into three parts. So we will go through all of them and in the beginning is just like introduction introductory questions and the rest will be about the emotional intelligence and Danske Bank role in it and other things. So I think without further ado, we can start. So the first question would be, could you briefly outline your current role and responsibilities within Danske Bank?

00:01:17-->00:01:41

I8LT

Yes, I'm a senior Project Manager in the DK Projects implementation team. So you can say my main responsibilities owning and leading and coordinating business projects in Denmark market, in Danish market. And then you know, I guess, yeah, I have no direct reports under me and it's basically working together with our project managers.

00:01:41-->00:01:48

Interviewer

And can you indicate where are you located?

00:01:48-->00:01:54

I8LT

Yeah, Lithuania, I mean. Or you mean, OK, yeah (*interviewer nodding the head*), I'm yes, yes.

00:01:54-->00:02:09

Interviewer

And I think you kinda answer that because the next question would be, could you please specify the typical or average size of the team you lead or manage or you're involved in?

00:02:09-->00:02:54

Interviewer

Yeah, so I'm working in a team of 20 project managers. But you know, you can say with, yeah, not working really closely yet because you know the rest of the team is located in Denmark. So we kinda still trying to find a way how we could collaborate more. But on the other hand we, I'm working with my colleague J., who is also working from Lithuania and now we have 2 projects and you can say, you know, I'm thinking it's a little bit more like a leading role of a project. It's like an agreement with also our manager because I have more experience in Danske Bank overall. So, but it's not like a formal like team lead or something like that. It's more just a role in the project.

00:02:54-->00:03:02

I8LT

Mm hmm. OK. So yeah. And the following question would be how long you are working in Danske Bank?

00:03:02-->00:03:24

I8LT

Yeah. So I'm working here, you can say less than three months if I counted it since the last time I joined it. But I was been working here for almost 2 year before. So actually I just got the message from Danske Bank HR congratulating me for two years anniversary. So maybe the two years is the right answer here.

00:03:24-->00:04:13

Interviewer

OK, great. Thank you. So we finished the first part and we are jumping or moving to the second part and now we will be talking about the emotional intelligent competencies and their influenced in the leadership style. So these questions are a bit, it's tricky because they are from two parts, so I can read both of them and then you can choose maybe a transfer to the first one and then I can repeat the second one. So can you share an instance where yourself awareness

of emotions helped you to manage a difficult situation at work and how this awareness influence your leadership approach?

00:04:13-->00:04:16

I8LT

Could you repeat the first one? I'm not sure if ... Mm hmm.

00:04:16-->00:04:25

Interviewer

Can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work?

00:04:16-->00:04:50

I8LT

OK. OK. So it's not necessarily dealing with leadership, but it's overall? (*interviewer nodding the head*). Yeah. OK, OK And then now we are talking also about Danske Bank, not overall experience? (*interviewer nodding the head*). OK Yeah. Yep. Yep. Well, I I don't know, should I be very specific like telling one instance or it's more like overall approach I take what do you think is more relevant in this question? Sorry for asking so many questions.

00:04:50-->00:04:54

Interviewer

No, that's that's good. It's, it's up to you actually what whatever you prefer.

00:04:54-->00:06:10

I8LT

Yeah, I think at least when I'll be talking about the last couple of months, you know I'm here again, I cannot remember anything very specific. I would say that no, at least approach I used all the time is that I always try to adopt to the situation and people who are involved in that situation. Because you know I was also working as a Team manager for almost four years in another company. And kinda I I say learned really learned that it's so important you know to to do that because you know there are people from different background with different you can also say emotional intelligence and also you know understanding things. So I guess that in each situation you you you need to also you can say see differently and handle it differently

because one choose doesn't fit for all all of them. So, yeah, this is I guess a thumb of rule for me that you, you should be always conscious to whom you're talking with and you know and try to monitor how their emotions are changing during the meeting or calls. So you can also adapt on the way. This is probably the answer.

00:06:10-->00:06:29

Interviewer

Yeah. OK, great. Thank you. So then the next question would be how do you identify signs of stress or pressure in yourself and in what ways has the self-awareness shaped your leadership decisions or strategies?

00:06:29-->00:06:54

I8LT

And now I guess we're talking more about when talk about leadership view, use it more like in term more term definition because right, right. It says like how it defines my leadership strategy and so on or it's more like how I see leaders in Danske Bank?

00:06:54-->00:06:56

Interviewer

No, it's it's about you.

00:06:56-->00:07:02

I8LT

OK, how I define it. Can you repeat your question one time? Sorry, it's it's kind of tricky questions but yeah, yeah,

00:07:02-->00:07:15

Interviewer

Yeah, I know, no worries. So how do you identify signs of stress or pressure in yourself and in what ways has this self-awareness shaped your leadership decision or just decisions in general?

00:07:15-->00:08:32

I8LT

Yeah, yeah. Well, you basically you can say you know question is how I work on my emotional intelligence right to and then and stuff like that. So I guess, you know it's a combination of different things. So the easiest one is just, you know, learning from from the past, like you know, going through different situations and then then trying, you know, to to to, to, yeah, see, you know, things which you might need to improve, right, in order to manage or recognize emotions better. For example. You know, I think that, yeah, there have been some learnings in the past in which I can say now that probably I improved. But at the same time, there are a lot of different books you can read about different types of people and so on. You know, just to see just yeah, use a different also maybe approach, I don't know if it's the right word, how how you deal with them. So I guess it's a combination but but you know, you can read a lot of books but if you're not trying to use that in practice, then it's not at the, I guess official.

00:08:32-->00:08:49

Interviewer

Yeah, OK. And then we are moving on. Could you describe a time when you had to adapt your leadership approach to manage a sudden change or crisis effectively within your team?

00:08:49-->00:11:01

I8LT

And we are not talking about the team that let's say under you, but any kind of situation within the project. For example, OK, situation and I had to use it to to manage the crisis. Now I'm trying to remember any crisis from the last time I worked in Danske Bank because I don't think so there were any during the last couple of months. But crisis, yeah, it's quite a big word. I don't know if I had any kind of crisis. I mean if maybe there were some citations like when you had to when, I don't know, maybe I remember you can take an example, this Implementation overview, which I think, you know in the beginning it was not an easy thing to sell to all different markets. And I think we had some someone who was not really eager to to start using it and so on. But then you I think the reason for that is that we have yeah different type of people but the same different ways of working in different part of organizations. So I guess to sell it you had to also find the right methods or ways to communicate it like again not not using with same template or same message to everyone where you just need to try to to dig deeper into maybe root cause why, if someone don't want to accept it and then just try to to to to find a work around how to to tell a story to them so they wanna be part of it. But it's kind of similar.

I kind of couldn't call it the crisis. Maybe it's just like to you have situation when you need really to to adopt different type of people in our part of organizations, but I don't know how much related it's related to emotional intelligence to be honest. But at the same time I think it is because you know as I said there are different people, different people in management also appreciate different kind of communication. So maybe you you need to to get to adopt to that at some extent.

00:11:01-->00:11:13

Interviewer

Yeah, I think it's really related. OK, then when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation?

00:11:13-->00:13:05

I8LT

Yeah, for me it's I guess important to see the end goal, you know, because even if you get a very big challenging task, you know, you need to. Yeah, to see some benefits for yourself, but also you know how it kind of contribute to the bigger picture or bigger goal. Because if you know, I think every one of us here sometimes have a situation when we are doing something something which is very hard, and we are not really sure if it's really something which is worth that much efforts. So for me it's very important to understand you know, the, the, the, what we want to achieve and if it's something really important which requires a lot of efforts, I mean this is kind of additional motivation because you can really contribute to that goal. But so I guess yeah this is one thing another one and I know it's counts a little bit cliché but I guess when should also enjoy the progress itself because or not a progress sort of a process itself because yeah, usually if it's a big challenging task it's gonna take for quite a long time and to keep your motivation high even if you see it kind of as a big part of a longer term goal it might be difficult. So then you need also to find a way how to to balance and and then you know even if it's going to be tough. You need to to to find some you can say fun or or or or or activities during the way. It could be a good colleagues you're working with. It could be in I don't know new stuff you're trying all the time just to to to make it yeah more more dynamic you can say and then you can enjoy the process, the progress process itself not only waiting for the end result.

00:13:05-->00:13:22

Interviewer

And then from what you were saying, do you think that you can recognize let's say if there is somebody within your team demotivated and then would you have some approach to that person?

00:13:22-->00:15:02

I8LT

Yeah, I I guess it's again I think of course I probably I would recognize that and I'm not like about brag or something like that, but I think I kinda read different type of people quite well. Also you know coming back to the times when I was a Manager, I I probably was not the best manager in terms of skills because I was really young at that time and so on. But I think what helped me a lot is really to to to to to to understand and know people and and and the differences we have. So I could also, you know, to adopt messages or find a way how to motivate them. So when we come back to this example and let's say you know we have this big project together with team and I can see that someone you know is losing motivation on the way. So I guess that I wouldn't just try to adopt the same principles which motivates me because he or she might be not interested in that at all. Maybe it's not something what really triggers motivation. So then I would try to discuss and dig deeper to understand and know what is not working well, why I know what is the key factors which impacts level of motivation. And then probably I would try to, yeah, find the tools, methods, how how to to fix that. But it's not an easy answer, you know. And I think there is no one, no, no one methods which you can use. Yeah, because this is what about the emotional intelligent, if I would say it's ability to to, to understand different kind of people and find different methods for them.

00:15:02-->00:15:30

Interviewer

The next question I think you already answered, but I can just read it in case you would want to add anything on that. So can you give an example of how you have leveraged your understanding of teams emotions to improve project initiative outcomes or team performance in general? So I think you kind of talked about that. I don't know if you want to add anything else.

00:15:30-->00:18:07

I8LT

No, I think it's yeah, I think it it at least taking a specific example but yeah I guess it's it's important probably you know all this. The first step is to to recognize you know that someone in your team is losing motivation I guess. So it's it's quite an important it's not an easy task because if it's big project and you're busy yourself you might not you know, easily identify with, you know one of your colleagues is also kinda losing it. You can say and then and then so on. But I think that's why you need to be always conscious about it. And then I always think that it's the best way to to to to to to do that is just to discuss it One to One and then try to make you know kind of open environment so you can get open and honest answers from from your colleague and then you can always find a solution but but again I'm now talking more like a cliches and or good quotes from the book but then it comes to actual examples in Danske bank and against two year is not that a long period probably so and I was most of the time as a Project manager, I'm working I'm by my own you can say but maybe but in this case I'm working close closer with J. But for example, when we were building this Implementation overview, yeah, at some point we became a small team. We worked together. So I guess, yeah, but I can't remember any specific situation when I really had. Yeah, something like that when. But I would say that even if I was not like a Manager of a team, I always try also to to keep this one to one relationship with all team members. So because I think that sometimes people are even more open with someone who is kind of part of your team rather than your direct leader or manager. Yeah. So I think this is, yeah, because in the end of the day, if you're working, especially if you're working in a small team and someone is demoralized or demotivated, you know, it's kind of impact your goals a lot as well. And of course this is not about only KPIs and goals, of course about being a good colleague. But I guess, you know, in the end of the day, yes.

00:18:07-->00:18:27

Interviewer

And and maybe it's also a bit related, so I don't know if you want to skip this one, but I'll still read it. So how do you ensure you are considering the needs and concerns of individual team members during project project planning and execution?

00:18:27-->00:19:45

I8LT

Yeah but it's it's I think what I mentioned it's also to to have this 1:1 relationship with everyone

and I think that I can give you a recent example that you know we we we just had a first SteerCO meeting with it's not top management but I think all of them have quite important role in the bank you know. So before having that meeting I have decided to have a small 1:1 discussion with all of them just to try to understand them better to to get a their perspective in advance so I can also adopt you know my communication in the SteerCO that will be doing and so on and also to build some kind of a more open relationship. So I think this is quite an important when to to get a sense of kind of what you can expect for example during SteerCO, because all of them are very different people with very different goals, different, you know, personas and stuff like that. And then then you know, if you just go directly to the meeting then you might be not able really to to to to read it, to read them well quite quickly and then might be getting out of control at some point. So this is maybe a also patient.

00:19:45-->00:20:03

Interviewer

OK. And then another question, what approaches do you use to foster good relationships and effective teamwork within your, you could say department?

00:20:03-->00:21:40

I8LT

I don't know. I mean, what I like really. What I personally like is open and direct communication again, I guess. It really depends to whom you're talking with, you know, and maybe I'm repeating myself, but not all of them like it. And sometimes you know you need, if you want to be open and direct those you also need to choose the right time and then then the right person. So, but I guess that you can be open also and honest also in different ways if it's the right thing to say. But I think that this is probably what helps me to great quite a good relationship with others and then I can expect the same acting from them. So in in in that basically means we can kind of build good be an open open open relationship and it helps a lot when when we have some situations you know and then I can always expect that him or he will come back to me and and and say if something is going wrong I will not need to try to read between the lines because she or he knows that yeah we kinda ready prefer with way of communication and I think almost all of the people like that is just like that to build that environment that they could trust you. It takes time and sometimes yeah that might be a blocker in in in different kind of a conflicting situations and then etcetera.

00:21:40-->00:22:16

Interviewer

Then could you describe a project or initiative where your enthusiasm and passion significantly contributed to team success and what strategies did you employ to keep the team motivated?

Yeah, the team, it could be also maybe like your stakeholders for example, because we are, we are working with kind of different projects then it's in the PM books or something like that.

So whatever it's on your mind that could work.

00:22:16-->00:23:02

I8LT

Yeah. So I guess that I could maybe also take an example, this Implementation overview or we also had this process for QBR and stuff like that. So again, I think what is very important when you talk with different stakeholders to show them what they get for it because again we all have different interests and maybe something what you implement, it's not that much relevant. So you need all this to show them either a bigger picture, you know how it contributes to their own goals as well or it should be, yeah, you should be very loud. Then you build something specific for them so they can see that OK, this is something what can improve my day-to-day work or work for my team etcetera. But it's also again a part of understanding of a person perspective and goals. So yeah.

00:23:02-->00:23:23

Interviewer

OK And then how do you ensure that all team members are included and their perspectives valid, especially when dealing with the cross - cultural teams?

00:23:23-->00:24:30

I8LT

Yeah. So for me it's quite important to have off frequent touch points like you know that's why I really like to work in more like agile way having with scrum events like stand ups and so on. Because you can really then make sure that you're on the same page. You can identify if something is going wrong quite quickly. You can get everyone's perspective before you know like instead of working on something for one month and then just like having a follow up meeting and then finding out that maybe it's you know really doesn't match with everyone

expectation whatever, but it's could be a lot of different situations but so it's worked even it's even more important when we work in across Nordic countries because yeah, I guess let's keep everyone involved, let's allow everyone to contribute to provide their perspective and make sure what we just adjust in the way. So I think this is the way to do that.

00:24:30-->00:25:07

Interviewer

OK, so we have finished talking about the emotional intelligence skills and now we are moving to exploring the impact of emotional intelligence on leadership and team dynamics. So there will be 3 questions about that. How have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background?

00:25:07-->00:25:11

I8LT

Tricky one (*smiling*). OK Can you repeat it once more time?

00:25:11-->00:25:24

Interviewer

Yeah. So I can. I can maybe repeat the first one and then another. How have you adapted your leadership approach to improve team performance and collaboration?

00:25:24-->00:26:56

I8LT

Yeah. But I think you know what I mentioned just like one minute ago about trying to involve everyone and then getting your perspective. I think this is kind of everything starts right. And so I think that yes, setting this structure of touch points, you know, making sure that everyone is involved and that we can work with the things we prefer to. Like you know let's say if you there's an example working in the sprints and having this planning session every week or two so you can make sure that people has a chance to take tasks they prefer in terms of personal development or maybe I don't know just exploring new fields so on. So I think this is kinda yeah it was so try to implement and we are following in the team so I'm not sure if it's actually what was asked but so this is one of a thing and then again I guess you know creating this open an honest environment in the team I think now talking about this the team I have now with J.

So I think we kinda built quite a good, good, good, good relationship based on that. So it really helps us to just, you know, move, move forward quickly and yeah, to to to have it as a team value. I guess so.

00:26:56-->00:27:02

Interviewer

And do you think that it's kind of a common practice in your cultural background?

00:27:02-->00:28:40

I8LT

And when we say cultural background, so are we talking more like about nationality or it's more like people around me and my background, it's which one? I guess more nationality wise? (*interviewer nodding the head*). So I wouldn't say it's very common because but it it really depends at least you know we are you can say that in my circle of people and friends you know I'm I'm I'm usually spend time together or working together. So it's kind of common I would say, but I think that it it I couldn't say that you know being open and honest for example is something what Lithuanians can brag about a lot it's improving but I think we still have some some not the limitations but you can say different perspectives on that. The same comes with ability to allow other like not allow other, but I'm involving everyone into the decision making or giving a flexibility to work on different task, but I think why I while I was working in international companies almost all my career. So I think this is basically what I took from where where I took it from and not like what I learned in the school or or or or university.

00:28:40-->00:28:50

Interviewer

And then reflecting on your experiences, do you think your emotional intelligence has shaped your overall leadership style?

00:28:50-->00:29:30

I8LT

Yeah, I guess so. Because as I said, I mean for me the most important thing is for a manager or leader to really have a high emotional intelligence. Because then you're working closely, there's a lot of different people and I think that's for sure, you know is a key driving factor for me, how

you make sure that everyone is motivated and then then we see and that, yeah, you can find a way how to communicate with them.

00:29:30-->00:29:56

Interviewer

OK, thank you. So we have finished the second part and moving to the third one and it will be more about the Danske Bank itself and the emotional intelligence in there. So starting from the first question, in your view, how effective is engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank?

00:29:56-->00:32:14

I8LT

Yeah, well I would say that the survey itself doesn't mean a lot overall. I mean it's kinda of course it's kinda give you a direction you can identify something is going really wrong. But I think that there is there are a lot of dependencies. For example, if I had a, if I'm the one to fill in that survey and I really had a bad day and then in the end of the day I decided to fill in the survey, so there might be quite a different result, right? Then I would do that early in the morning and so on. So I think what is the most important thing here is to have a open discussion with the team and try you know and and yeah so but on other hand if you have a good relationship with your team and you kind of keep the pulse of what's happening, you shouldn't be surprised about the results. You should be more or less you know know at in advance you know if there are in area so you're not happy about it or if there are some areas for improvements. So I think it's still good. It helps you to as an organization it helps you to get some fact based numbers you know about overall engagement in organization and so on. But I think then we lower level managers should work a lot with the team discussing different aspects of it. And I don't think so that in all cases it's done like in the best way. And I'm not like talking about my specific team or whatever. But I also you know when discussing with some other people, I think sometimes he used just to do it a little bit at the officially you know, because we need to do some action plans and whatever. But I think sometimes the actions are very important but I think we are not always managed to to create that good open environment to discuss things which are not working. So probably if you need to get result, we need more than 1/2 an hour, an hour discussion with 15 people in their room to really. Yeah, yeah, decide on some important actions to take.

00:32:14-->00:32:27

Interviewer

OK. And then could you share your perspectives on the twice a year renew review sessions? How do they contribute to the organizational, organizational dynamics?

00:32:27-->00:33:42

I8LT

Oh yeah. It's, it's kind of evaluation of your performance, right? (*interviewer nodding the head*) Yeah. OK. So I mean this is you need some how to put that in an in some kind of a structure, right and and and and so you can easily follow the progress and you can also you know calibrate it, maybe calibrate it with with other managers when you do a performance review, right. So you need kind of official platform, they need to track it, but I think it's absolutely the same as with engagement survey. You need to make sure that it's not only these two times when you talk with your employee, right. You need to have a frequent follow up meetings. They can discuss both development and and and work related stuff and including motivation and things like that. So it's a good tool. It's I think a general practice we use in all bigger companies, but it does not. It's like there is a toolbox and if you just take one tool and try to use it, it's probably not gonna work.

00:33:42-->00:33:59

Interviewer

So, yeah, OK. And then how do you perceive the impact of Danske Bank core values team up, on it, and be open and fostering and reflecting the emotional intelligence within the organization?

00:33:59-->00:35:24

I8LT

OK. So maybe let's start from the first part. So could you just read with it's about the values, right? (*interviewer nodding the head*) It's how I perceive as values. Yes (*thinking*). It's not like I'm against these values for sure. And this is what all the corporate does, right? It's just to set key, key, yeah, guidelines, key values we should follow as organization and it totally makes sense and it cannot be differently. But then again, it's just a part of you can say a toolbox when you need really to reflect with your team. What does it mean in your work, what does it mean

for your team, how you team up, what does and I mean it's just like trying to discuss more practical, (*hmm*) practical examples and so on. So if you really want that people would consciously follow these values. So, so I like this values. I mean it's like general, but when you talk about comp., big corporate and companies go through you know vision or values, it's always going to be like corporate mumbo jumbo type statements: make the world better. And it's doesn't mean anything if you really do not reflect on that on the lower level and try to adopt it to your day-to-day work. So yeah, that's probably an answer. OK. And second part was?

00:35:24-->00:35:43

Interviewer

(Hm) maybe I can read it all. How do you perceive the impact of Danske Bank core values team up on it and be open and fostering and reflecting emotional intelligence within the organization?

00:35:24-->00:35:43

I8LT

OK, so you don't need to kind of answer it.

00:35:43-->00:36:09

Interviewer

I think you already did. So we can move forward to the last part. And can you identify and discuss a few initiatives at Danske Bank that focused on emotional intelligent intelligence development that you are aware of?

00:36:09-->00:37:49

I8LT

Yeah, I don't know if they know, you know, specific initiatives which are directly related to that. But I think that you know, probably some it's more like a general initiative about like you know, when you talk about Diversity and Inclusion, Yeah, I think it helps to, you know, recognize that we have a lot of different people here, you know, and this emotional intelligence is I think, yeah. And again, I'm not expert but I think it's also part of being able to recognize that right and then recognize how these people feel sometimes and then try to motivate them or just you know find the best way how you how, how you communicate with them today. And then I don't know, maybe this is really not something what is for sure directly connected to

that. But, but I think that as we have a lot of different communities in a bank starting from like a sport, clubs, sending, booking, read clubs or whatever, it really helps you to meet a lot of different people in the bank. It helps you to create more open environment because you communicate with much more people than five people in your team. So I guess it also provides you a better perspective and it's allows you to train your emotional intelligence in in different environments and rather than just on the on your day-to-day work. So, yeah.

00:37:49-->00:38:00

Interviewer

And have you participated in the Mental week events or any external or internal courses related with emotional intelligence?

00:38:00-->00:39:01

I8LT

No, I think either I missed that or yeah but I haven't participated but I think that you know at some point we we we had this meeting for Burnout how to prevent burnout right. It's just like the trainings the short one but I yeah, but I think it's one of an example right. Then you can also which is closely related to emotional intelligence and how you should you know being able to recognize that for in other people and also of course recognize it in your self because when you're in a such like not the phase but in the mood. But yeah it's kind of it's going to impact your direct work a lot and it's going to impact the way you communicate with people because and and I think I, I, I, I I learned it myself the hard way once. So I think, yeah, it's important to talk about it and it helps to to, to improve your emotional intelligence, Yes.

00:39:01-->00:39:24

Interviewer

OK. And then maybe the last question, do you believe Danske bank invests sufficiently in in developing emotional intelligence competences among its employees or there is still a lot of room for for improvement?

00:39:24-->00:41:04

I8LT

Yeah, I don't know. I think overall probably if you would just take if you compare with other companies in Lithuania, I think they're doing quite a lot and and I don't know you know if

probably if we would talk here about this kinda specific topic like emotional intelligence and kinda talking about importance of it and more like using it day-to-day if your employees, if you are manager or like how to to how it's important when you're working in a team. Maybe I'm not aware about some trainings we have. Maybe it's not like that specific. But as I said, there are a lot of other initiatives which somehow contributes to that, but it's not necessarily involves everyone and maybe it's not necessarily. Has a high impact on day-to-day work, you know if these people who are part of it is not consciously trying to relate it to emotional intelligence and importance of that during everyday work, this is probably the answer. But so maybe the awareness about the importance of this is important. But again, I'm not, to be honest, the one who is looking for all the possible events happening in Danske Bank. So there might be maybe then see even 10 days workshop dedicated for that. So it would be not fair to to state that there is not enough events for that.

00:41:04-->00:41:16

Interviewer

OK, so actually that was it from my side. I don't know if you want to, if something popped up on your mind that you want to share more?

00:41:16-->00:42:00

I8LT

No, I think I mentioned everything at least. Yeah, nothing else comes to my mind now but yeah, but it's it's not easy topic to discuss I guess it's quite a wide you know, even if you have a specific definition for that. I mean, yeah. And and sometimes when you need to find a good examples of they used that in one otherwise specific situation. It's not easy to find it like really fast, but I think it's also shows the importance of talking about it and being more conscious because it's for sure impacts our work a lot. So yeah, it's good that you, you, you working on this theme.

00:42:00-->00:42:01

Interviewer

Thank you. OK, so I'll stop the recording.

ANNEX 11

Interview Transcript (I9LT)

00:00:03-->00:01:17

Interviewer

<...> OK, it started recording. Hello. So thank you so much for being able to participate in this survey. So the theme will be emotional intelligences role within leadership in Danske Bank organizational context. But leadership it's more like in this broader term, you don't need to be like a team lead or something like that. Because it's more like I think that we are all kind of leaders leading the team and working within the team. So from time to time we kind of have this role. So the questionnaire will be a split in three parts and the first part will be more like personal questions. The second part will be we will go through four parts of emotional intelligence like features, I would say more. And then the third part will be more about Emotional intelligence within Danske Bank. So I guess without further do. Could you briefly outline your current role and responsibilities within Danske Bank?

00:01:17-->00:02:07

I9LT

All right. So currently I'm working as a senior project manager in PC Lithuania Hub and I am responsible for delivering complex projects that nobody really wants to (*laughing*). But yeah, just on on the joking side. But yes, basically I'm responsible for complex, difficult projects that require a lot of attention for those types of deliveries. Mainly I'm working with the Swedish department of Danske. And yeah, that that'll be it from the professional side, what I'm doing or you want to elaborate more?

00:02:07-->00:02:23

Interviewer

Yeah, one question just about the size of the team. I guess that you don't have like a special team dedicated to you, but is there like if you can talk a little bit more about your stakeholders landscape?

00:02:23-->00:03:24

I9LT

So it depends from the difficulty of the project of course how many people I have working with

me. So previous project that I was delivering, I was the only project manager. Nonetheless I had a working group which means that I had approximately 6 people working with me that were responsible for different areas of the project. In current case that in current project that I'm running that I'm assigned to, it's me and I aswell have another project to manager that is assigned not fully but approximately 40% of the time. And as well in this case we have three working groups, which means that in three different areas we have as well approximately 5 people, six people that are responsible for different parts of the delivery.

00:03:24-->00:03:29

Interviewer

Ok. And then can you tell me how long you're working in Danske Bank?

00:03:29-->00:03:45

I9LT

Yes, so it's already been two years that I've been working. So two years were in July. So I guess now we can see that I'm on the route to year #3.

00:03:45-->00:04:43

Interviewer

OK, great. Thank you. So we are moving to the second part and we will go through those four features that I mentioned about emotional intelligence and they will those questions will be dedicated to those parts I would say. So the first one would be self-awareness. And these questions are a bit like broad. So just if you have some like if you want me to repeat the question or you want to take it slower like 1 by 1 so just let me know. But I will just read what I have like both questions at the same time, starting with.. Can you share an instance where your self-awareness of emotions helped you to manage a difficult situation at work and how did this awareness influence your leadership approach?

00:04:43-->00:08:10

I9LT

Yeah, I think I have quite many example of those having in mind that the, let's say the project that I was previously working on have lasted for more than five years. A lot of project managers have changed and I was kind of the last one to join and and given the task to if it's possible to finalize that project. So what it means that's when you join a project with that much history,

there are a lot of stakeholders involved, a lot of misunderstandings and miscommunications that happened during those years and you're kind of in the way of trying to find the the right path that it's currently at the moment. So working with this project, there was as well a third party involved that was affected by the project and was keen on the delivery. So we had a lot of those meetings between different parts of stakeholders where there were a lot of different needs. Let's say the possibilities in the Danske Bank, what we can deliver and by when and the request from the other side what they want and when they want to be delivered. So there was at first I was met with a lot of kind of skepticism and this kind of, you know, not I would say a friendly approach to to to to me as a project manager joining a project like that. You know, there was a lot of disappointments already for the third party happening on the road and they were not really hopeful that something is gonna change around that. So it was a very difficult situation to kind of work on gaining their trust and making things happen. But in the end what happened is that on the very last phases of the project where there as well like a lot of deliveries, a lot of, you know, things going on up on a very fast pace. There were meetings where people were fighting, you know, because they they were not agreeing on certain phases. But I think the the fact and the trust that they have in me and my abilities to kind of understand and calm them down and see that guys, we're here to deliver something. We're here to deliver a result and the project. So if it's possible, let's just all breathe and breathe out, put our emotions aside and see what we can do in the current situation. So I think this kind of calm approach and then trying to look into the problem, even though being aware, you know and telling people that I understand this is frustration. I understand this is a difficult situation and I understand that maybe it means that a few of us will need to work extra to make this happen. But we can do this and let's try to figure out what is the best way of doing it. So I think this kind of a calm, confident approach of that we can do things, we just need to calm down. And as well assuring people that their emotions are valid really helps to kind of work on that end result and focus on it.

00:08:10-->00:08:28

Interviewer

Great, thank you. How do you identify signs of stress or pressure in yourself and in what ways has this self-awareness shaped your decisions or strategies at work?

00:08:28-->00:10:32

I9LT

All right (*smiling*). Signs of stress and pressure (*repeated*). OK, so I think one of the ways to recognize them is to be aware of your body because usually when you're stressed out, when you're feeling fresher, your breathing changes, your heart rate changes and and your hands might start shaking and stuff like that. So I think it's very important to be aware of your body and if you see you recognize that something like that is starting to happening with you, that means that you know this is something very stressful happening to you and you need to try to kind of a calm yourself down as well. I think it is very important to to be aware of those signs in a in in a way that you need to take care of your body by having enough rest and so on and trying to find a balance in what is happening. So basically is I think my biggest advice would so for everyone would be to be as aware as possible. So let's say at the end of the day, just ask yourself how do you feel? What how do you, how do you feel about this day? Is it was it too much work or was it good enough for you? Have you enjoyed it? Or this was creating stress for you? Was this stress because you are not yet aware of the situation or overall it's very stressful because of many, many reasons. So basically just from time, you don't need to do that every day. I think this would create stress as well. But but just from time to time just give yourself space and and kind of do a technical assessment of of how do you feel and whether it seems right, what you're doing right now or whether some changes need to happen.

00:10:32-->00:11:17

Interviewer

OK, great. Thank you. So now we are moving to another one, it's called self - management and it's kind of similar question that I asked you about the self-awareness, but a bit from the different angle. So could you describe a time when you had to adapt your leadership approach to manage a sudden change or some difficult situation within your team? Like if there were, if you saw that something not good is happening within your team. So then what did you do to kind of approach that situation?

00:11:17-->00:15:28

I9LT

All right, well, I guess if something is not working, the first thing I try to to do is just and if it's related to some specific person. So just you know to reach out to that person and just double check, you know whether everything's all right and just whether the task was clear for the person and it's clear what needs to be done or maybe something is happening in personal life

that makes it really hard to focus on something. Maybe there needs to be changes done in their schedules and so on and so forth just to kind of a double check the situation right there. So this like I would say is the first step that should be done. And if that not works, if that doesn't work and the person is still not performing as expected as it was agreed upon, so then basically try to understand what are. Maybe there are some other reasons behind that, maybe the the the task that is given that the person doesn't is not enjoying that task or something like that. So just to get of an an example. So in my previous project I had additional team hired of consultants to to deliver certain tasks of the project and one of the colleagues was really underperforming and not in a way that's not simply completing the tasks or doing the tasks slowly, but it included a lot of mistakes which created a lot of frustration for the rest of the team. They had to work extra to fix those mistakes and to to kind of.. And as well when it started so at at first I looked into it lightly. I talked and what I as well want to maybe as I known mention is I really value honesty and open approach, open communication. So what I did as my first response was we had daily meetings with that team and within those meetings I've just openly said that you know, everyone does mistakes, it's perfectly normal. So that's just, you know let's look into that as a learning curve. You know what we can do to avoid that. But, you know, it's all of us are human. And just to kind of explain, you know, that's it's it's fine some sometimes to do a mistake and let's just do everything for that not to happen, learn from it and so on and so forth. However, this didn't really help. So then we tried to have a separate conversation with that person. You know, maybe as I explained, there are certain worries in life or something like that. And it was so that everything's fine, maybe you know, some focus, lack of focus or something like that. But then it didn't really help as well. So what I've done, I reached out to her direct manager because I was not kind of a manager of that team. They were just working for me as an additional consultants. So I reached out to her manager just to kind of try to solve the situation. She as well did her best, had a lot of conversations with her, but then it ended up that the person decided to to leave. So it's I guess as well, you know. And as well, it was a kind of a unfortunate situation for everyone because it meant that their workload is going to be increasing. But actually it ended up that everyone felt once again confident in their tasks because they were not afraid that something bad will happen. So I think in a way it was a loss, you know, but but the the fact that we, every single one of us, tried our best to help out that person. And that it it didn't really work as well was kind of a lesson that, you know, sometimes things things happen not the way you wish them, not the way you want them, but you know, you just take it at it as it is and and try to learn from it.

00:15:28-->00:15:51

Interviewer

So OK, thanks for sharing. Moving on, when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation and how does that ability of self - management impact your team's performance?

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I9LT

I think the the the best thing that I apply in my work and I recommend for everyone is to kind of a try (*smiling*). No matter how big or how impossible the task seems, just to kind of a look on what's what can be done. And then when you have this approach of what can be done, what small steps can be taken to make it better and just to you know step by step understanding the situation in more depth. I think it helps out even you know the the most difficult task to to to make it possible. So this is my biggest advice and as well what I truly believe is is a joke a humor. So even in the darkest hour it just to kind of a try to find something to laugh about. It just really helps out to to to have a positive approach and and as well to kind of not be afraid of of not achieving something. It's just that you know some things even though how hard you try some things just don't happen and and that's fine. So it's just that kind of A, you know just look into it and what I can do best about it. You do it and if it happens it's great. If it doesn't so then it didn't happen and you just move on. So just not to even if if something didn't happen, take it as a learning curve or something like that, but don't look it as a failure or of your yourself as a professional. Just to you know if of course you did your best. If if you didn't really try and and it didn't happen, that's the other story. But if you tried you were professional and then it didn't happen, just take it as a learning curve maybe next time some other steps can be taken or something but that doesn't really mean that you're bad professional and and you're not able to deliver something like that.

00:17:56-->00:18:16

Interviewer

OK. Then we are moving on to the social awareness and can you give an example of how you have leveraged your understanding of the team's emotions to improve project initiative or team performance in general?

00:18:16-->00:20:15

I9LT

So I think in that case it's very important to know your crowd, so the the, the people you work with. So basically working as a Project manager means that you are in touch with the very different level type of stakeholders. So I think it's very important to recognize the crowd that you're working with and understand their needs. So let's say when I'm working with the higher management, I am aware that they need the as little information as possible and as clear as possible. So if you understand you know what message they need to be given, it's very easy to to have a good relationship with them. The same is let's say with the, you know, the the simple task providers as well. Let's say those consultants that were hired, they were very young people, very early in their careers and they were starting to work with me on something they didn't even understand. So for me was that the biggest I think task for them is just to explain that, you know, even though it might sound very scary, but I promise you know I will help you out in understanding everything and just providing this helping hand and being this helping hand, answering their questions, understanding their needs, their their worries and and providing information about it. So basically being honest, clear with them that as well really helped out in building up their confidence and doing their job well. So I think yeah, in short, it would say know, your crowd, understand their needs and once it's it's clear it's very easy, not maybe very easy but way much easier to to work with them.

00:20:15-->00:20:35

Interviewer

OK, so the next question I think you kind of already answered, but I will read it that in case you would want to add anything else. So how do you ensure you are considering the needs and concerns of individual team members during the project planning and execution?

00:20:35-->00:21:45

I9LT

So it's communication. I think it's very clear from my all of my previous experiences and and what what I'm experiencing right now. It's very important to communicate clearly what needs to be done and what is going to happen, what is being.. what do we want to achieve with the things that we do. So basically having this clear communication and even though it might be sometimes very tiring to to repeat the same thing again and again, but when you know the

importance of it, of spreading the message, I think it really helps out everyone to understand why are they included in this tasks, what is the importance of their role and you know what is going to be achieved by it. So when it's clear what you need to do, how, when and why, it's way much more easier for you to do the work. So communication I think is the key.

00:21:45-->00:21:58

Interviewer

Yeah, moving to the social skills. What approaches do you use to foster good relationships and effective team work within your department?

00:21:58-->00:23:41

I9LT

So one of the biggest one is honesty. I am very blatantly honest with everyone I work with. I am not afraid to share my mistakes and learning paths that I did took over my experience as a professional. I am as well keen on kind of understanding other people I am work with, and this thing is that it comes naturally, genuinely for me. It's not that I kind of do this because I know that this has to be done. I do it because I'm really interested on other experiences that people are having. What are their lives about? Because this really enriches you not only as a professional but as a person as well. Knowing what other people live with, what are their experiences, what are their joys. And I think it gives you a bigger perspective in life overall because sometimes you might really be in living in some you know kind of a box of of you know your experiences, your views. And it's and when you share that with other people when they share their experiences with you, it kind of a widens your perspective and you understand. That you know there are a lot of different things that it can give joy to people as well as lot of different things can make them feel miserable. So if you if you know that if you share that it's, it kind of helps you as as a person as well.

00:23:41-->00:23:57

Interviewer

And can you describe a project or initiative where your enthusiasm and passion significantly contributed to the team's success and what strategies did you employ to keep the team motivated?

00:23:57-->00:26:45

I9LT

So I think one of the, the the biggest achievements and and kind of enthusiasm that that the kind of evidence of my enthusiasm would be this previous project that I was working on. As previously explained it was a long history a very difficult history with that project and when I joined it was a lot of kind of resistance met you know on you know what's going to be achieved here, what next steps need to be taken and so on and so forth. But you know I've I really was eager to to learn from my experience and I understood that it's not going to be an easy tasks that need to be happen. But I think with this as previously said with honesty with communication with you know with the the the effort to focus on the end result that needs to be achieved. It really helped out with and as well with consistency. I think one of the things as well would would really need to be with consistency. So it's not that I was this Unicorn and as I was described as just you know, for let's say the first three meetings and then it came to being really me and not making any jokes and so on. This is this was consistent approach that you know, I want to be honest, I want to be clear with you and let's understand what task needs to be done. Can you do this can I do this and so on just to kind of you know. Consistency communication honesty and just being yourself. I think it's very important to just to kind of be yourself and express naturally because if it's not natural for you to make jokes then it's gonna sound not natural and it's it might be welcome not well. But if it's natural for you to to be this honest and and make jokes and so on so just do it. And and I think this this ability of being yourself being natural it as well creates a lot of value because people see that if it's in you or if it's something that it's being fake. So I think if it's not natural for you to be very funny and that is perfectly fine. I mean you can be very strict to detail and that can be your greatest value. So just use that and and just embrace it. So, yeah, be yourself.

00:26:45-->00:27:26

Interviewer

Thank you. So now we are moving to exploring the impact of emotional intelligence on leadership and team dynamics. So how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations or reflect as common practices in your cultural background? So I mean more, do you see the difference, let's say how Lithuanian leaders are doing or or not?

00:27:26-->00:29:43

I9LT

Yeah, I see a lot. I think nowadays with the the, the amount of information that is available for everyone there you can read a lot about different leadership styles, what is successful leader, what is not a successful leader and so on. But what I've discovered through those years of experience is that you really have to find your inner confidence and and be yourself as just described to previously before because you might try to to fake any leadership style available. But if it doesn't come naturally to you, I don't think that you will be able to deliver. So I think yes there are different styles of leadership. I think in Lithuania, not talking specifically about Danske, because Danske, I think with their cultural values embedded, it really is a way different leadership style that is accepted and and encouraged. But overall in Lithuania, I think there is this view of authoritative leadership being the the key that you have to be very strict that you have to be you know not not really into that much details and you know that's basically what you say needs to be followed. So I I completely do not align with this style. It's doesn't seem effective to me and it creates way much more questions rather than answers. So for me it doesn't work, but I know that it's quite a popular approach and maybe in some cases it work. I think it works. It I think as well, it depends on the crowd that you're working with. But I am more of this humble, honest approach of looking into communication, looking into creating a connection and using all of those techniques to kind of create a calm working environment in active lives that's all of us live in, rather than kind of a pretending to be someone I'm not.

00:29:43-->00:29:57

Interviewer

So OK. And in your opinion, what role does emotional intelligence play in enhancing team productivity or I don't know, overall success, cohesion?

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I9LT

I believe that it's it's, I would say it's a key role that it plays. I think that it is exceptionally important and that it provides confidence, calmness and increases the the, the possibilities of success in any project, teamwork that it is needed required to be done.

00:30:26-->00:30:56

Interviewer

OK. Thank you. And we are moving now to the third part where we will be talking how Danske

Bank fosters this emotional intelligence. So the first question would be in your view of how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske Bank?

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I9LT

I think engagement survey is a tool that is, is that has to be used in a company like this because it's a huge corporation with a lot of people working on it and you don't have this possibility of having face to face conversations with everyone to express how they feel about this or that. So I think this is one of the best things that can be used in in this size and type of organization and and I think actually it is as much effective as the the leader that you're working with the presents it. So because I think it's very important for the the, the leaders to explain that survey, what it means, what it is going to be achieved with it, what are we going to use those results for. So as long as your direct lead is able to answer all of those questions and provide why do we do this, why it is important and so on. It's a very good tool to use, but it's very important to have someone in the leadership to with the clear understanding what it is, this tool that we're using,

00:32:11-->00:32:40

Interviewer

And then there is another tool that we are using, renew - review sessions. So do you think that it contributes to all the organizational dynamics or like what's your opinion about it?

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I9LT

Overall, my view of this is those renew - review sessions is very positive as long as it's not made extremely official and detailed. In my previous work I had experiences where those yearly reviews or mid - year reviews they were. The request was to make them as detailed as possible. Meaning that whilst you are working on your task you need to remember to to make notes of certain works that you've done to gather evidence like emails and something like that. So it makes... (*smiling*). I understand from the manager's perspective that it makes it way much easier to evaluate your work when there's like concrete black and white evidence on the table. But in a way as well it kind of requests it requires from your employees to be very aware that you have to kind of a gather evidence of how good or how bad you are. So I think it creates extra weight that it's not necessary. However, if you have the lighter version of it, so let's say

you need to prove yourself, you need to as well gather feedbacks from your colleagues and so on. But it doesn't require too much time out of you and and you are still able to explain what is happening with your work. So I think it's a very good tool that as well can be used for both the manager that needs to evaluate the employee and the employee himself or herself. When you need you, you kind of use this opportunity to to evaluate your year as well, because sometimes you might get so into your work that you don't even understand how big of a task that you're making or how big of an effort that you're giving. And this moments to stop and to kind of a overlook what has happened. I think it says well, very good opportunity to see where might be your next steps that you want to go and so on and so forth. So as long as it's not too detailed, I think it's a very good tool.

00:34:49-->00:35:04

Interviewer

OK, thank you. And then how do you perceive the impact of Danske Bank core values: team up , own it and be open in fostering and reflecting emotional intelligence within the organization?

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I9LT

I think Danske Bank is doing a very good job on these values that they are presenting. I think everyone really values as well the ones who are working in Danske that this honesty policy that you're you are even really much encouraged to be honest to share your concerns. So I think that's a very good message. I think the the area where I see in in the last maybe six month period where some struggles might be discovered is the the communication part. It was seen by many, many employees and I would as well agree with that, that the communication part was handled quite poorly. And I think there you can say that this own it part where all of the employees are very much encouraged to own their work both in positive and negative way that if you do any mistakes or that. So I think that own it part from the management side and the communication of it was really communicated quite poorly because if there would be a bit more honesty or or maybe a bit of a more delicate way of presenting the message, message messages that were presented, I think the overall position in view of everyone would be way much more welcoming. So I think overall if you would say like overall they're doing a really good job. But of course there are some areas that I would love to be improved, right.

00:36:54-->00:37:12

Interviewer

Thank you. And we are moving to the last part. And so can you identify and discuss a few initiatives that Danske Bank focus on emotional intelligence development that you are aware of?

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I9LT

One of the things that I would love to mention and I think that Danske is doing great is the Mental Health Week. I think this is a great initiative and it's a great reminder for everyone that mental health is really important and the way you feel it really reflects in your work and so on and so forth. So I think this initiative is great and it really you know mental health is kind of a one of the vital parts in the emotional intelligence. So I think that's great thing that they're doing something else. I would say what I as well like the initiative, one of the initiatives that I find very great is the Family Day. Because even though it might be not really directly related to the emotional intelligence part, but it creates this connection with the workplace, with your family, with the you know all of the kind of additional emotions it brings. Because in a way your job is your one family and your family at home is the another family that you have because in the end you spends mostly equal amount of time with the both of them. So, so this Family Day creating connection between all of the colleagues and as well you have the opportunity to meet one another, to meet other family members of your colleagues. And I think it's creates this great connection and and it gives this kind of confidence that not only you as an employee and your brain is is valuable but you as a person are valuable to the company.

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Interviewer

So the next question was also about if you have participated in any of those initiatives. So you kind of answer that you participated. But is there anything else that you remember, some internal or external maybe training that you participated?

00:39:25-->00:40:06

I9LT

So I think I think volunteering as well is a very good thing that is made available. It as well

gives you a time and opportunity to connect with the you know community around you. So that would be maybe worth mentioning. I've, you know, if I would have an opportunity to review that before the meeting, maybe I would mention even more. But now out of the top of the heads of these these initiatives come to my mind.

00:40:06-->00:40:31

Interviewer

And do you think that it has an impact? I think you also kind of mentioned that let's say when participating in the Family Day, you're building connections with the colleagues. So is there anything else that you can see how these initiatives can help you later in the job or to work together with your colleagues or or team in general?

00:40:31-->00:41:51

I9LT

I think initiatives like that gives you more confidence and gives you more trust within the company that you're working with because it gives you kind of additional trust. You feel way much more safe that you know in case something happens you're going to be supported and that you know everyone is really interested in how you feel and you know what is your role and how they can help you with. So I I guess these these initiatives like that creates gives you more confidence and creates trust as well as loyalty to to the company that you're working with. So I think it's a kind of a a a win win situation. It's a win for the company because the they create this connection and employees have a bigger motivation in their work. And for the employees as well, a kind of a win situation because they have opportunity not only to to show their professional knowledge but as well as share their experiences, help out the community and and communicate with one another their outside professional environment.

00:41:51-->00:42:05

Interviewer

So and do you believe that Danske Bank invest sufficiently in this kind of activities related with the emotional intelligence?

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I9LT

Well, having in mind the size of the company, I think they're really doing a lot. Whether it's

possible to do more, I don't know (*smiling*). This needs to be investigated, I guess. Yes, you can say that there is always more things that can be done. But but if we're talking about sufficiency. So I think yes, Danske bank, that's really good enough in the area and and I think at least I am, I'm proud of of what the work that they're doing and I believe I at least I feel very safe and confidence in in in the company.

00:42:48-->00:43:03

Interviewer

Great. Thank you so much for your answers. I don't know if there if there was anything else that you want to mention in in the end that maybe was forgotten?

00:43:03-->00:43:18

I9LT

I think I just wanted to let you know that I think you chose a great subject for your thesis and I really do think that emotional intelligence is very important and the more people know about it, the better it is. So good luck.

00:43:18-->00:43:20

Interviewer

I agree. Thank you. OK, so then I'll stop the recording.

ANNEX 12

Interview Transcript (I10SC)

00:00:06-->00:00:58

Interviewer

<...> Hello. Thank you so much for agreeing to participate and I'll give you a brief introduction about the topic. So we will be talking about the emotional intelligence role within leadership in landscape and organizational context. And the study is structured in three parts. So first part will be just introduction, then we will talk about the features of emotional intelligence and then we will move on to the Danske Bank context. So I guess without further ado, can you briefly outline your current role and responsibilities within Danske Bank?

00:00:58-->00:01:28

I10SC

Yeah, so I work with projects and implementations. So it includes both project management of local Norwegian projects and implementing larger solutions usually to the Norwegian market. So that would be when things have been developed centrally, then we implemented towards Norwegian customers or colleagues. I think that's a short description.

00:01:28-->00:01:32

Interviewer

OK. And how long do you work for Danske Bank?

00:01:32-->00:01:38

I10SC

I've worked for Danske Bank for four years now, OK, a bit over four years.

00:01:38-->00:01:55

Interviewer

And I assume you don't have anyone like under you, but what is the typical average size of the teams that you are working with or like the typical landscape of your stakeholders?

00:01:55-->00:02:53

I10SC

Do you mean during projects? (*interviewer nodding the head*). Yeah, I think that depends a little bit. We usually have a little bit depending on the size, I would say about four or five Norwegian people involved in the project. We will usually have other people involved as well, but those are the ones we are considering a part of the project organization. And then depending on any development needed, it can be the same in Tribes, so four to five people involved. So I think anywhere between 8 to 10 is sort of a normal size for what we're doing because we have of course a lot of different people from different areas that need to be involved. Everyone doesn't participate as much, but that would be I think average and then it can be more and it can be less depending on it.

00:02:53-->00:03:24

Interviewer

OK, great. So then we are moving to the second part and we will talk about the particular features of the emotional intelligence and one of them is self-awareness. And the first question would be, can you share an instance where yourself awareness of emotions helped you to manage a difficult situation at work and how did this awareness influence your leadership approach?

00:03:24-->00:03:28

I10SC

That's a very good question (*smiling*).

00:03:28-->00:03:33

Interviewer

Yeah, take your time. You can think about it, no worries.

00:03:33-->00:04:58

I10SC

Yeah, I mean, I think one of the situations that I don't remember all the details, but we had some difficulties in Nordic forum that we were working with where there were some disagreements on approach and what made sense. So it was really just about trying to understand what the other people were, sort of what they were feeling, what they were or where they were coming from and why they were disagreeing in order to try to find, I guess, a suitable

solution in that situation. I don't find that we have a lot of problems where there are sort of emotional issues that need to be dealt with. But of course it does come up sometimes and then you just need to try to understand where is the other person coming from. Is this something that we can take into account as well? Because sometimes you need to reach a solution and it's not necessary that the person I guess is right just because they have feelings about the situation. But you do need to find a way to work with the person so that they are also they're feeling heard, they're feeling understood and then they can also work towards a common goal. And I think there was a second part of the question?

00:04:58-->00:05:06

Interviewer

Yes, and how does this awareness influence your leadership approach? So I guess you kind of answered what you are doing in those kind of situations.

00:05:06-->00:05:41

I10SC

So I think it's mostly just about understanding where they're coming from, why they're having problems or I guess feelings about the situation, if I can put it that way. And of course, sort of what my stance is with it. So because of course, when someone else has feelings, you will likely have feelings as well. So you sort of have to understand both parties and try to come up with an amicable solution so that everyone feels involved. I think it's best at least described based on the solution that we had that had to be the the outcome of that.

00:05:41-->00:05:54

Interviewer

OK. And then how do you identify signs of stress or pressure in yourself? And in what ways has the self-awareness shaped your decisions or strategies at work?

00:05:54-->00:06:42

I10SC

Signs of stress in myself, I mean, I mean, I would like to say that some of it is just feeling stress, but also like feeling like you're very busy, feeling a bit, like agitated and like things need to move faster. I think is a good sign for me that I'm getting stressed. And that's also a point where I need to breathe a little bit so I don't stress other people out that it's not everything

doesn't have to happen necessarily that fast. We probably have time. But just recognizing that now I'm stressed and I maybe I need to be, maybe I don't need to be, but that doesn't need to impact the people around me. I think, yeah.

00:06:42-->00:07:10

Interviewer

And then we are moving to the self - management and can you describe a time when you had to adapt your leadership approach to manage a sudden change or some difficult situation within your team. And team can be also like, I don't know, your local team or or in the project, whatever comes up to your mind.

00:07:10-->00:08:15

I10SC

And yeah, and I mean I think that's in general just you have to adjust a little based on the people that you're working with, figuring out how structured people would like you to be, how much information they feel like they need and also how you talk to them. Because some people you can be very direct with and very straight to the point so that you can sort of to get through it, which is one of my more preferred ways of working. But that doesn't necessarily work with everyone. So with some people, you have to take a little bit more of I, guess a wrapped in approach of your language and the way you're talking and more like ask questions instead of sort of delegating responsibilities. So I think that's like in general an approach. I don't have like a specific incidence, but I think but overall it's good to remember at least to try to take different approaches based on people. And then of course you see afterwards how how successful you've been in that approach.

00:08:15-->00:08:33

Interviewer

Yes, OK. And then when faced with the professional challenges, what strategies do you employ for maintaining focus and motivation and how does this ability to self-manage impact your team's performance?

00:08:33-->00:08:38

I10SC

I'm not entirely sure I understand the question.

00:08:38-->00:08:52

Interviewer

Maybe I can divide it in two parts because it's kind of two questions. So first one, when faced with professional challenges, what strategies do you employ for maintaining focus and motivation?

00:08:52-->00:08:56

I10SC

I get and professional challenges that just problems that pop up.

00:08:56-->00:09:16

Interviewer

Yeah, just problems. Yeah, it could be, I don't know anything, some for example or changes. How does that affect you and how you still keep to be motivated or focused on the jobs or tasks that you are doing?

00:09:16-->00:10:59

I10SC

Yeah, I think I mean I have an example of this. It was. We were launching a new savings product and we had some issues along the process that was in part, well, in part that was because we didn't have a project manager. I wasn't supposed to be managing that. I was supposed only to be implementing it. But I ended up needing to do a bit of project management, at least locally for that one. Otherwise we wouldn't have reached the goal. And I think part of what keeps me motivated is just the deadline, like you need to get this done. But of course that doesn't work for everyone, but at least for me that helps a lot. But in general when you then find these type of problems, I find that it's just you need to figure out what is it that needs to be done. Just get an overview, what is the problem, what needs to be done? What is the potential deadline for this? And then you talk to the people that you are working with, because usually you have a few people that you're working more closely with. Discuss it with them. See what can we do realistically, what needs to be done, what people do we need to involve, and then sort of gather everyone together and sort of go, this is the problem that we have. This is what we need to get done. Can we do this? And what parts of this do you guys need to contribute with in order for us to get this done and then find a pragmatic approach to it? And I find that helps. And then of

course, once you have that done, you sort of have next steps as well. And then I find it's relatively easy to stay motivated even if you get a bit of pressure in that process.

00:10:59-->00:11:20

Interviewer

OK. Yeah. So then we can move to the social awareness. And can you give an example of how you have leveraged your understanding of the team's emotions to improve project outcome or team performance in general?

00:11:20-->00:13:15

I10SC

I don't think I have a very good example of that because I mean the way we work a lot of the time is we work on. It's one of the things that people are working on at the time. So we don't work on massive projects where everyone is very cooped up for a very long time. So I find that it's very rarely actually that people bring a lot of emotions in to projects that might also just be the people I have been working with. If they do bring any of it, it really is in that like type of 1 to 1 context. So it's not in a group setting. And then I find it's just, it's really just talking it out with a person, figuring out what they're struggling with. If there's anything I can do to help. Sometimes there's not, they just need to vent a little bit. In other words, I guess it depends a bit on what type of emotions we're talking about as well, because I mean in general of course if you have more positive emotions, I would assume it's easier at least to get things done. So of course I try to foster like the we have a good dialogue in general in the teams, keeping motivated or keeping a positive is good, but also not staying positive to the level of not being able to say that we we are having some problems. Yeah. So I I think maybe the thing I would say probably the most is trying to keep keep progress going by being sort of motivated, positive, focusing on good things as opposed to focusing too much on the bad things, but also leaving space for venting about the bad things because sometimes that helps as well (*smiling*).

00:13:15-->00:13:31

Interviewer

Yes. OK. So the next question I think you kind of answered, but if you want to add anything about it. So how do you ensure you are considering the needs and concerns of individual team members during the project planning or execution?

00:13:31-->00:14:49

I10SC

So that is a bit at least. If you start to know people and understand how they work, then it's easier also to know if you need to make any accommodations for them. Like I know some people that I work with I need to follow up more closely. You need to give them the information in writing so that it is easier for them to follow up on it and you sort of follow up a bit more closely. And then other people, they don't necessarily appreciate that. You can just give them the info in one of the Check in meetings that you have and then they will handle their part of it and just bring it back when it's done. So I think that's the most that I adjust because of course like I said, I don't work on those bigger projects in a sense where I think you would I guess be responsible for people to a larger level because of course the people that I work with, they still have their teams and their team manager that they work even more closely with. So a lot of things happen there and we have sort of the smaller pieces of their work day. And so yeah we we tried to make it work and of course consider people but it's not I rarely see that we have problems. I think it's the it's the positive side of it at least.

00:14:49-->00:15:03

Interviewer

Yeah. I I can hear that. So then we are moving to the social skills and what approaches do you use to foster good relationships and effective team work within your department?

00:15:03-->00:15:41

I10SC

I think that's just open dialogue, talking to people, trying to be trying to be nice, listening when they have things to say and just yeah, being.. (*smiling*), I don't know, being a good colleague in that sense. Helping out with issues if they have any, discussing problems that arise. Being open for feedback, as well-being open for new ideas and allowing everyone to come up with new suggestions.

00:15:41-->00:15:57

Interviewer

Yeah, OK. And then the next question, how do you ensure that all team members are included

and their perspectives valid, especially when dealing with the cross cultural teams, if you have any experience of that?

00:15:57-->00:17:58

I10SC

Yeah. So usually in the teams where we work, some people will be experts on some things. So we sort of it's one thing to make sure everyone is included, but we also need everyone to be included because if we are trying to figure something out, if we have people invited to a meeting or a project, it is because they they are bringing a key component into this. So we do try to make sure that we're listening to everyone. But I do notice that there are some cultural differences as well in that because the teams that I work with at least that are in Scandinavia, they will very often and also I think Lithuania also quite a bit. But yeah, we'll often also provide input beyond what we are asking for. So if we are asking for something but they know something more, they will usually provide that without being asked. Like they will say, oh, but I also know this that's really important to add as well. But that's not necessarily the same with our Indian colleagues for example. And I think that's cultural. It's what's expected from them. They will say they would just answer yes, that they will be able to do the very thing we're asking them for. But that might mean also that we're missing out something. So it's trying then to make sure to ask if there is anything else they know, if there's anything else they would like to add. If they have anything else, we would love to hear it. Because very often we find that the the experts on their subjects, they will see any gaps that we are missing and we're always missing or we always have gaps. So we always need people to volunteer info on things that is missing. So I think that's, yeah, one of the important things mostly is just making sure that you also ask people about what else they know and not just necessarily the part thing you know, they know.

00:17:58-->00:18:22

Interviewer

OK, then we are moving on to exploring the impact of emotional intelligence on leadership and team dynamics. So how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background?

00:18:22-->00:20:07

I10SC

I don't know how many adaptations I've made. That's why I think that a lot of your questions are probably more applicable for people who have been either team managers or who have worked in even larger projects than I have. But I would say my approach probably to project management is quite typical for Norway. We are very direct, very straight to the point very. We don't feel the need to have a lot of that like fluffy dialogue around it. And I think that's quite culturally different than a lot of places. I don't necessarily think it's as big of an issue here in Danske Bank, because I think some of the Danish and Swedish cultures are, and Finnish maybe are a bit similar, maybe not quite as direct but a bit similar. So I think everyone working in Danske Bank is getting quite used to having quite a direct corporate culture. But yeah, I I would say it is quite, there are a lot of cultural differences at least to communication approaches. So I do try to remember that in settings at least where we have people from other cultures as well. But of course, a lot of our projects, at least the projects, those are usually mostly local. So then it's not as big of a consideration there really. It's more something that then also needs to be considered when we're adding in people from other places as well or adding in people from Tribes or Central. Yeah. I don't know if I answered your question.

00:20:07-->00:20:19

Interviewer

Yeah. Yeah, that's good. Thank you. And the next one, in your opinion, what role does emotional intelligence play in enhancing team productivity and overall success?

00:20:19-->00:22:25

I10SC

I think it's quite important. I think maybe it's a bit less important, like I've said, in the type of work that I have been doing, it's. I've seen also that it's more important than some of the things that I've done than other things, because the things that are relatively easy and straightforward, those are usually not a problem. It more crops up when we have more challenging tasks. But if I talk from a more general perspective, I think if you are a team manager and if you or if you're working on those really, really big projects that last for a long time, that's all people basically are focusing their energy on. I think it becomes really important because if you ignore people's sort of emotional needs, social needs in that setting, I don't think you get a positive result. And I think everyone who has worked in a team as well can notice the difference of having a good manager that sort of sees you and sees what you need as opposed to having someone who

doesn't. And also the team dynamic as well, I think can be shaped a lot by the I don't know if we can call it like emotional security within the team. But I feel like if you, if you feel like you can be open with the people you work with, you also feel a lot better working in that setting as opposed to if you don't. And I don't necessarily think everything should be brought into the office, but I think we need to be able to also talk openly with our colleagues, especially if something is difficult at work, we're struggling with motivation. But also if you have positive things like if there are good things happening, successes and just sort of, yeah, creating a good environment in the team I think is really important for people to be happy and motivated at work. And if you're not happy and motivated at work, you also don't perform well. So it's just sort of it all ties together I think.

00:22:25-->00:22:49

Interviewer

OK, thank you so much. And then we are moving to the last third part and we will be talking about organizational support for fostering emotional intelligence. So in your view, how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction with within that bank?

00:22:49-->00:24:23

I10SC

I I think it works to a certain extent. I think it works to get the answers to some of the questions they are asking. But the problem with those type of surveys is that everything you're not asking for, you also won't get any information on. And I also think some of the the questions themselves are a bit difficult to answer in a sense. So you sort of you might not end up with everyone answering the same question as well. And then you also don't know if you get the response you need. So I I don't know how well I think it actually works, but I think it of course gives upper management some indication of the temperature on the ground floor in a sense. But yeah, how much they're able to actually use that to improve anything, I don't know. But they at least they got some feedback from the engagement survey in Norway last time I don't think was good. So I think they at least got an understanding of the fact that it's been a challenging situation in Norway for a long time now and that hasn't necessarily been managed well. So at least you, you get some info.

00:24:23-->00:24:36

Interviewer

Then can you share your perspectives on the renew review sessions and how do they contribute to, to the organizational dynamics?

00:24:36-->00:26:25

I10SC

Yeah, I mean I think the how the renew and review sessions work really depends on your manager, because I think I know they are set up in a way that's supposed to be structured, but I don't think every manager uses the same approach to them. But I think regardless of how the manager approaches it, I of course think it's good to have some type of formalized feedback and sort of evaluation of your progress. I think that's quite common in every company. So I don't really know if I think it matters how you set it up. I think it's more having some common touch point where you know that you can now both yourself and your manager can evaluate how you're doing, what you need to improve, what you should be working on. In that type of, I want to say like it's more like a safe environment because it feels like you're sitting down to now reflect on your performance, on what you need to learn. And it's more of like a discussion on the things that you are, the things that you are good at and the things that you could get better at as opposed to if you just get it sort of running feedback on like you could get better at this. You need to work on this that can feel a lot harsher. So I think people, at least I think for myself at least, it's it's very easy then to think of, oh, where would I like to improve, what would I like to do better in that sense. And you have that regularly, so you have the possibility to check in on it. But yeah, I don't know if the format matters at all. I think it's just having those check ins that matter really.

00:26:25-->00:26:39

Interviewer

OK. And then how do you perceive the impact of Danske's bank core values team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:26:39-->00:27:00

I10SC

I don't know if I think that matters at all, which sounds a bit harsh, but they they changed those values while I was working here. I don't remember how many years ago it's now, but it's like

two or three years ago. I think they changed the values. So before that, we had, what was it, 5 values?

00:27:00-->00:27:05

Interviewer

I don't know. I am here just for two years. So it's interesting to hear.

00:27:05-->00:28:55

I10SC

Yeah, Then it was probably before you, but I think we had like 5 core values at that point. And I think like, it's great. It's a quote that's something you can bring up on. Like this is important to us, but I mean the ones, the five ones before that as well. I think they achieved the same result. And I think, I don't think the culture has changed or the emotional intelligence of people or the way we work together. I don't think those things have changed based on those. Yeah, team up, own it, be open because I think people already did that. So I think they named those after a lot of the positive corporate qualities that already exist in the bank. And now, of course, I understand that those are really important and it's a good thing to have three as opposed to five because we could never remember all 5. So it's easier to sort of have those. But I don't think those impact the corporate culture because that's just the statement. A statement doesn't impact corporate culture. People impact the corporate culture. So if you don't have a culture of being open, telling people to be open is not going to help. So I think it's just it's maybe just a way of putting focus on the good things that people are doing. So for example, if we go back to the review and renew, when they sort of link it to that, it's very easy for yourself to go, Oh yeah, but I am being open because I'm doing these things. I am teaming up because I'm working in this way. And sort of you can very easily connect some of the things you're doing to these, but I don't think those things are the reason why you are doing the positive things, if that makes sense.

00:28:55-->00:29:04

Interviewer

OK. And then do you remember those five one before where they kind of similar to the one that we have right now?

00:29:04-->00:29:31

I10SC

Yeah, yeah, they were, I don't remember again, like I said, we never remember all five of them. So in that sense, it was good to move on to just three, but it was very much in the same spirit like work well together, have respect for your colleagues and for customers, share, blah, blah, blah. It was all very much in the same type of spirit.

00:29:31-->00:29:50

Interviewer

OK. Then we will move on, move on to organizational initiative. So can you identify and discuss a few key initiatives at Danske Bank that focuses on emotional intelligence development that you are aware of?

00:29:50-->00:30:54

I10SC

Yeah, I would guess. I mean they have done a bunch of activities related to like Mental health. There's also a bunch of the like presentations of different people coming in to talk about different things. I think it's also been quite common on some team workshops that you do those type of like personality tests to sort of better understand how your colleagues think so that you also can understand how better to approach them. I don't know what else we do. I guess potentially also the evaluation of the engagement survey, I think that's done in probably every team that we evaluate the results afterwards looking at what can we do and yeah, what our approach I guess to each other should be in the next year. But yeah, otherwise I don't know if I can think of anything particularly.

00:30:54-->00:31:06

Interviewer

Yeah, I think you mentioned all those initiatives and and the Mental week and have you yourself participated in any of those activities?

00:31:06-->00:31:37

I10SC

I have in some when they have or put on the presentations in with regards to mental Health week and some of the other ones. If there's anything that sounds interesting, I will usually participate if I have the time. Of course. I think that's one of the problems is you also need to

be able to find the time to participate. But yeah, I haven't some of them and I think some of them have been great and I think some of them have been less interesting. But that's I think usually the way it goes.

00:31:37-->00:31:52

Interviewer

And like after participating, do you think that you apply anything in your daily work or it was just a good presentation and you're kind of forgetting about it?

00:31:52-->00:32:58

I10SC

I think some of it, but I think some of it is easier than others. I think some of the things to do with like activity and Mental health and sort of the connection between staying active and how you feel those I think I've implemented, but I usually you did that before as well. But then you also understand some of the connections between it and I I feel like I've also been in some of those presentations about like teamwork in some of these, but it's now been a while ago, so I don't really remember all the ones I actually had the time to participate in. Yeah, I I think I do if there's something useful, I think I do. But also I think a lot of them are quite, have been quite generic in a sense. There's nothing that's very easy to pinpoint that you have started implementing, but it's something that you might be doing without really thinking about it.

00:31:58-->00:33:13

Interviewer

And now in general, do you believe that Danske Bank invests efficiently in the development of emotional intelligence among its employees or there's some room for improvement?

00:33:13-->00:34:39

I10SC

I think there could always be room for improvement in that type of area. I don't know. I think the difficult thing is knowing what actually makes sense in a corporate setting and what doesn't make sense in a corporate setting and also I guess a little bit on what is added to the emotional intelligence aspect of that. But yeah, I think in general making sure that your employees have sort of a good working environment, that they feel good, that they feel safe in their role. I think it's really important to make sure that also people are performing their very best and also that

they are happy at their jobs, which also will help one, improve productivity but also reduce waste. So I think, yeah, there's probably always room for improvement without me being able to say specifically what I think should be done. Maybe also potentially what they should do is more on the local level because some of those just having it like a team's presentation on something isn't necessarily going to be great, but having something that you can work on in the team or locally where you are is more likely to foster more community I think than just watching a screen.

00:34:39-->00:34:46

Interviewer

OK. And then just final remarks, if you want to add anything on this topic.

00:34:46-->00:35:00

I10SC

I think I'm probably good. I don't know if I managed to answer all of your questions very well either.

00:35:00-->00:35:03

Interviewer

But you did a great job. Thank you.

00:35:03-->00:35:56

I10SC

But yeah, I mean, I think in general, emotional intelligence is an interesting topic. And it's interesting also to figure out how that works within a corporate setting because I think I would assume we do a lot of things that would be connected to emotional intelligence without necessarily knowing that it is because it's a bit of like a, I would like to say like a a bit of like a fluffy subject. So it's a bit difficult to know what sort of falls under that. But understanding people I think is one of the key difficulties probably in corporate management and team management because you are working with people, you're not working with machines. So people will always have an effect on your deliveries and what you're able to do. So, yeah, it's an interesting topic.

00:35:56-->00:36:05

Interviewer

Great. Thank you. So then I'll stop the recording. Thank you so much.

ANNEX 13*Interview Transcript (I11SC)*

00:00:03-->00:00:47

Interviewer

<...> Yes, the recording started. Thank you so much for participating. I have sent you the meeting invite, so I'll not go over it very briefly. Just to remind that we will be talking about emotional intelligence within leadership in Danske Bank and the questionnaire will be split in three parts. So I will try to introduce you to each part and tell you when we are over with one or another. So without further do, so we will start the introduction. So can you briefly outline your current role and responsibilities within that within Danske Bank?

00:00:47-->00:00:59

I11SC

OK, I'm working as an Implementation manager and also have sometimes responsibilities for some Project management tasks as well in PC, Sweden.

00:00:59-->00:01:08

Interviewer

OK. And you kind of mentioned, but still can you just outline where are you located?

00:01:08-->00:01:15

I11SC

In Stockholm, Sweden.

00:01:15-->00:01:20

Interviewer

And then how long do you work in Danske Bank?

00:01:20-->00:01:25

I11SC

Oh, I've been in the bank since 2006.

00:01:25-->00:01:54

Interviewer

OK for a long time. OK and then can you specify? Specify. I don't know if do you have anyone like that you are managing or like what the typical team that you are working with. So it's basically I guess like within the bank with some stakeholders, right?

00:01:54-->00:02:23

I11SC

Yeah, I don't have any team that I am responsible of and if you and if you're asking with team I'm in or yeah, Advisory support and Implementation and mostly we work together with the management in PC Sweden, but of course other stakeholders in the bank also related to the different projects.

00:02:23-->00:03:03

Interviewer

OK, thank you. So we will be moving to the emotional intelligence part and we will go through for I would say the features of it. So we will start from self-awareness. So can you share an instance where yourself awareness of emotions helped you to manage difficult situation at work? And how did this awareness influence your leadership approach?

00:03:03-->00:03:33

I11SC

Well, I guess I use that on a daily basis more or less in different projects and I think it's more I use it more when it comes to change management tasks. But I think it's a part of my daily work always, since it's also helping me how to approach different stakeholders.

00:03:33-->00:03:53

Interviewer

OK And then how do you identify signs of stress or pressure in yourself and in what ways has the self-awareness shaped your decisions or or strategies at work?

00:03:53-->00:05:20

I11SC

I think that I a couple of years back I ended up as a Project manager for for the biggest project that we ever had in Sweden for personal customers. And that really made me aware of the

importance of having a great balance between work and private life. And I I already knew it, but then it it was almost over the edge so to say because it was so, so much. So I think I tried to to be aware of it on a daily basis. And if I get stressed, yeah, I I think there's a difference between good and bad stress because sometimes stress also can be a driver. So to say that you actually get things done and that is typical for our line of work. Sometimes we have a lot of things to do, sometimes to get a bit more calm. So but if it's a bad stress that where you don't feel that you can you can't proactively do something on to have an impact on it, then well the first thing I do is just to to reach out to my my leader and have a dialogue about it.

00:05:20-->00:05:32

Interviewer

So you you trust your leader in this kind of situations that you you are able to talk? I don't know if it's he or she but you kinda have a good relationship.

00:05:32-->00:05:34

I11SC

Yeah, I think so.

00:05:34-->00:05:53

Interviewer

OK, then we are moving to self-management and could you describe a time when you had to adapt your leadership approach to manage a sudden change difficult situation within your team?

00:05:53-->00:06:05

I11SC

Well, I think we, we do that more or less also on a daily basis because there are different tasks that we are working with. So could you repeat the first part of the question?

00:06:05-->00:06:17

Interviewer

Yeah, could you describe a time when you had to adapt your leadership approach to manage a sudden change?

00:06:17-->00:07:06

I11SC

Well, I guess that is also related to sometimes that we have some things that are more urgent than others and maybe it's it has more like a business effect. So that for example when we work with the pricing related projects, it's often very fast decisions and always need to communicate something in a more stressful way. So to say that you don't have the time to to plan and think it through in the same way, but I guess that is also that's just part of our job.

00:07:06-->00:07:18

Interviewer

And then when faced with the professional challenges, what strategies do you employ for maintaining, maintaining focus and motivation?

00:07:18-->00:08:13

I11SC

I think that I now that I've been in this role for about, I think it's now about 10 years, I feel much more calm and I think that I have sort of got a good process for how to handle those things. I know that there are sometimes more things to do and I just try to be much more aware of it and also just try to take a step back and just think things through and often talk to my manager and or a colleague since we are often many people in the same project. So that we we have a good dialogue about what's happened and how to approach that in the best way.

00:08:13-->00:08:20

Interviewer

OK. So do you think that this kind of self-management impact your team's performance as well?

00:08:20-->00:09:06

I11SC

Yeah, I think so. I think that we are, we are good at different things and also we should and I think that we rely on each other in a good way so that we can help each other out when it becomes more stressful or if things turn up that we didn't expect and so forth. We just try to solve it together. I think in the in the most project that is the way that we we are handling things

in way there are of course situations where it doesn't work that good but then we just need to talk to each other.

00:09:06-->00:09:26

Interviewer

OK, then we are moving to the social awareness and can you give an example of how you have leveraged your understanding of teams emotions to improve project outcome or team performance in general?

00:09:26-->00:10:42

I11SC

Yeah, I think that is a really hot topic for me at the moment as well because I'm working now in a more change management project and since we are some people in the bank who have had the opportunity to get this ADKAR license in change management. So I think we I am quite aware of the different stages and that is also something that I tried to implement with all the managers that I'm talking to. And I know that C. in is also doing that in her line of work because we are doing this sort of the same things in different projects. But we always have that in a back of our mind to to keep that process. And I think it's really helpful when you describe it because it's easy to understand and I, I do think also that the managers they are quite busy but when they are just taking a a moment to to actually read it and understand what it means, they, we often get the the reaction that yeah, of course we need to do this and so on.

00:10:42-->00:11:02

Interviewer

So, yeah, OK. And then how to ensure you are considering the needs and concerns of individual team members during project planning or execution?

00:11:02-->00:11:57

I11SC

Well, it's a team effort. So I think it's important that we all pitch in and if we see that someone in the team has a lot of things on his or her plate we, I try to pitching as on that part as well because working with implementation it, it often goes up and down in the workload. So sometimes I will also pitch in for project tasks, so to say not only implementation because we are so few people in Sweden working with this. So we we just need to to help each other if

we're going to be able to succeed with the deliveries. So I think it's important that we just be aware of each other in the team. (*Interviewer nodding the head*) And take care of each other.

00:11:57-->00:12:14

Interviewer

OK, thank you. Then moving forward to the social skills, so what approaches do you use to foster good relationships and effective teamwork within your department?

00:12:14-->00:13:03

I11SC

I guess that is more of a personality thing (*laughing*) and I think that I in general I think that I don't have any prestige issues. If I think something is good, I I just tell what I think about it. If it's not good, I also say that, hopefully in a in a proper way and I also try to give feedback to colleagues if I think they have done something super good because I I appreciate it myself when I get that. So I'm just trying to, to be a good colleague, sort of saying.

00:13:03-->00:13:20

Interviewer

And then can you describe a project or initiative where your enthusiasm and passion significantly contributed to the team's success and what strategies did you employ to keep the team motivated?

00:13:20-->00:15:42

I11SC

Yeah, I think that the, the the HSP project that I mentioned before, the the biggest project that we have ever had, I think that was the most frustrating thing that I ever done. But looking back to it, I learned a lot and I think, we the project was about that we started this new partnership with an HSP union in Sweden that have their home savings and so forth in the bank and they they decided to switch bank to us and that was about 120,000 customers that we migrated and they all needed to onboard themselves 1 by 1. So you can imagine that there were a lot of KYC and AML discussions and so forth and also a lot of customers dropping off the onboarding process and so on. So there were a lot of frustration and we were lacking people everywhere, both in IT and T&S and so forth. But I think that what helped it all was that I tried really hard to be as diplomatic as possible. The sense we we needed to have this dialogue ongoing for

about four months and it was both internal and the external with this HSP partner and their external project manager that wasn't that fun to work with to be honest. But even though we managed to migrate all these customers and it was quite hard work. But I think at least what are the feedback that I got afterwards was that they they really appreciated the the way that I have handled all this and the the workload that came with it. So yeah, yeah. So it was a really tough experience, but I learned a lot. I don't want to do it again, but but yeah, it was a really good training project, sort of say.

00:15:42-->00:15:43

Interviewer

Congratulations.

00:15:43-->00:15:45

I11SC

Thank you.

00:15:45-->00:15:57

Interviewer

OK. And then how do you ensure that all team members are included and their perspectives valid, especially when dealing with cross cultural teams?

00:15:57-->00:16:58

I11SC

Well, I think that is also dependent on the the project manager that we we have this clear project governance set up from the start and the clear roles and responsibilities so that we are all aware of what we are doing and what part that I play in this project and what to expect from others in the project. So I think that is a crucial thing when you start up something new that we get the those guidelines correct from day one. So that way we know what to expect from each other. And also that you create this forum that everyone feels that it's safe to speak up if there's something that that you don't understand or you don't have the knowledge or you're lacking competence or whatever.

00:16:58-->00:17:33

Interviewer

So OK then. So we are done, almost done actually, with the second part. So a few questions are left regarding impact of emotional intelligence on leadership and team dynamics. So one of the questions would be how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background?

00:17:33-->00:18:17

I11SC

I think that I when I started this role there, there wasn't anyone having this role in Sweden. So I was in from the beginning and I have learned as I go along and I've tried to to take, pick the cherries so to say. So if I see that someone is doing a great job in documenting things or stake on the management or whatever, I try to just learn as I go and keep the the the good things also for me to to be able to use in my daily work.

00:18:17-->00:18:30

Interviewer

OK. And then in your opinion, what role does emotional intelligence play in enhancing teams productivity and overall success?

00:18:30-->00:19:23

I11SC

I think it's, I think it's important that we we look after each other and help each other out and that we create this good climate together when we work. Because if we are not, we are the the ones that are supposed to do something and if we don't take care of ourselves and the others in the team, we're not gonna succeed in anything we do. I think.. (*Interviewer nodding the head*). So for me it's really important that I'm really a team, team person. So I think it's important I don't do anything by myself in that sense. I of course I do things by myself, but I think it's a team effort when we we do a project together.

00:19:23-->00:19:53

Interviewer

OK, yes, so we are moving to the third part. So it would be about organizational support for fostering emotional intelligence. And first we will talk about the organizational, organizational

culture and values. So in your view, how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction without end skipping?

00:19:53-->00:20:14

I11SC

I think it, yeah, I think it could be a really good tool, but it depends on how you use it. So if you have a leadership that actually don't tolerate the answers that they get, then it's not that good. So and I think that we often see that unfortunately.

00:20:14-->00:20:31

Interviewer

OK. Yes. Then another question, could you share your perspective on the renew - review sessions and how do they contribute to the organizational dynamics?

00:20:31-->00:21:52

I11SC

And I think that is the same, if you use it in a in a proper way. I think it's really good. Unfortunately I've had a manager, he's not in the bank longer, but he didn't think that this was so important. So, (*smiling*) so, and I think it also depends on what what role you have in the Bank, of course. But for me to to make this really work and to create value, I think it's important that you also here feel that you are able to express what you really want and what you would like to have. And it's a give and take. So, of course you can't just say that I want this and this and that. You need to contribute also, of course. But that you have this dialogue with your closest leader to to make the most of it. Because if you don't do that, I don't think that you can make people grow if you don't listen to what they actually feel. They find out their ambitions and maybe they don't have this clear vision of their ambition. Then you need to ask questions to understand and help this person to to grow.

00:21:52-->00:22:09

Interviewer

OK, Then another question would be how do you perceive the impact of Danske Bank core values? Team up, own it and be open in fostering and reflecting emotional intelligence within the organization?

00:22:09-->00:22:59

I11SC

I think they they are good words, because they are easy to remember (*smiling*). And I I also think they are good because they actually describe what we we need to do to be able to to create things together. And if we don't take for example, ownership of what you do, then it ends up in trouble in someone else's knees. So I think they are, they are really good words and I think that we should at least I try to to live up to them and also include them when we are sending out material and so forth. So I tried to to use them because I think they are very short and easy to understand.

00:22:59-->00:23:23

Interviewer

OK, thank you. And then we will talk about organizational initiatives. So can you identify and discuss a few key initiatives at Danske Bank that focuses on emotional, intelligence development that you are aware of?

00:23:23-->00:23:28

I11SC

No, I can't help you out.

00:23:28-->00:23:37

Interviewer

I'm not sure if you have it in Sweden, but for example, do you have the Mental week or the Diversity and inclusion activities?

00:23:37-->00:23:40

I11SC

Yeah, yeah, we do.

00:23:40-->00:23:49

Interviewer

Or some kind of trainings or volunteering or something like that?

00:23:49-->00:26:38

I11SC

Of course I'm aware of those, but I don't. I don't know if they actually create that lot of value because sometimes I I was part of when they launched this Mental health week and that was we were all called into a meeting and it was about one week before it actually was implemented and it was such a buzz and noise about this and then it ended up like nothing. So but of course I think it's good that the bank is trying to do something, but I don't. I'm not sure that the way that they are trying to do this is the best way to actually get everyone involved and actually feel that they have the possibility to join in this sessions that they create and so forth. Because they often come with a very short notice. And if you look at from an advisor point of view, they are busy many weeks ahead because they have customer meetings. So for them to be able to put some time aside to to join this, I think it's hard. So I think it needs to be in a more structured and but still flexible way. I think, yeah, let's say I'm not sure how many times we had this Mental week, but if I'm not mistaken it was in different times, let's say it might help for example if you would have it this like the same time every year. So then people you know might kinda relate. OK that time I can you know have my calendar a little bit less busy and I can expect that something will happen even though yeah the agenda might come later. And that is also because if, if you if you should do the this, I think also you need to have the managers more involved in that because they are the ones that actually allows you to put some time aside for this as well. Yeah, so, so for the advisors, for example, to feel that it's OK for me to that I put one hour aside on this topic, then the advisor should the, the their managers should also courage them to encourage them to to do something like that. And for the managers to be able to do that, they need to have the information in good time to be able to to talk to their advisors.

00:26:38-->00:27:05

Interviewer

And yeah, so I think we kind of touched that, but still do you think that Danske Bank can invest somewhere more in terms of in terms of exploring more things to help with the emotional intelligence?

00:27:05-->00:27:15

I11SC

I guess there's always something that you can do, but I can't think of any concrete now.

00:27:15-->00:27:37

Interviewer

OK. Yeah, so you kind of mentioned that it would be good to have more time before no matter what kind of activity it would be. But if it would be more, yeah, I mean not plan, but maybe that the communication would come a bit earlier. So that might help, right?

00:27:37-->00:28:00

I11SC

Both the the communication and and also the how to.. If you would like to join a a webinar or whatever just to make sure that you need you understand how to to join that webinar and and so forth and not sending it out on the headlines two days before or something.

00:28:00-->00:28:25

Interviewer

OK and then so yeah we are kind of rounding it off but is there anything else on your mind that you would want to share in in terms of emotional intelligence within the bank or or or or or something related to that topic that we didn't discuss?

00:28:25-->00:29:01

I11SC

No, I think you you had some really good questions and I think it's it's many times depends on on the leader if it's the closest leader or project manager or whatever it it takes a lot of time and interesting in people to to be a good leader in that way to take care of what they really need in their daily life, daily work and so forth.

00:29:01-->00:29:06

So yeah great. So thank you. I will stop the recording.

ANNEX 14

Interview Transcript (I12SC)

00:00:03-->00:00:52

Interviewer

OK. So thank you so much again for agreeing to participate. So today we will be talking about Emotional intelligence role within leadership in Danske bank organizational context. And the questionnaire will be split in three parts. So the first part will be just introduction about you and then the second part will be about emotional intelligence features. We will have few questions related to that on each of the competences. And then the third part will be about Danske Bank in general how they are fostering emotional intelligence. So without further do, can you briefly outline, your current role and responsibilities within Danske Bank?

00:00:52-->00:01:16

I12SC

Yes, I'm working as an Implementation and Change manager in advisory support and implementation in Denmark. So and I work with a personal customer and their stakeholders to implement business projects, majority business projects. So very close to the PC management group, I would say.

00:01:16-->00:01:24

Interviewer

Yes, OK. And then can you tell me how long you're working in Danske Bank?

00:01:24-->00:01:46

I12SC

How long I have been in Danske Bank for 20 years, yeah. And I have and I have been working in Leader roles before partly in as a Branch manager, and but also as but almost the all time in the Personal unit. I would say some also with the business but mostly personal customers.

00:01:46-->00:02:33

Interviewer

OK, great. So then we are moving to the second part of the questionnaire and we will be talking about the self-awareness. So the first question would be and actually you can always clarify if

you don't understand the question or if you want me to repeat it, so just feel free. Can you share an instance where your self-awareness of emotions helped you to manage a difficult situation at work and how this awareness influenced your leadership approach?

00:02:33-->00:03:34

I12SC

Actually, I would say that in my work you need to have the emotional presence all the time because you need to feel where your target group is and how they respond on the different changes that I has responsible to implement and to take out in the organization. So I try to listen in, try to sort of value is, is, is this good for them or are they, is there any worries or like that? So, so I think that I need to have the emotional part or perspective with me all the time in my daily work when I have my dialogues and communication with the different target groups. If I understand your question right.

00:03:34-->00:03:49

Interviewer

OK. And then how do you identify signs of stress or pressure in yourself and in what ways does self-awareness shaped your decisions or strategies at work?

00:03:49-->00:05:21

I12SC

(Hmm.. thinking) How I... if I see it to myself, if I'm stressed in emotional way, I think I start to talk very, very quickly. I think that is quite normal and well. And then you if you have something that you want to communicate and you get stressed you, I tend to forget my message. So if there is anything that is very important for me that I need to communicate right message, then I usually have a sort of what do you say script so that I don't forget anything in case I get emotional stress. Because you can get emotional stress if you have a target group that start question what you are saying too much and you don't and you don't can you don't know how to answer or argument in a way then you can get then I can get stressed. So then I I if I have a script, then I also always can get back to that to find my, to find myself calm again. OK, this is what I need to say. And so on. So I think it's well, the memory can get a bit bad and I get to start to talk a lot. Yeah, too fast and a lot.

00:05:21-->00:05:48

Interviewer

Then we are going to the self-management and could you describe a time when you had to adapt your leadership approach to manage a sudden change or a difficult situation within your team? It could be a broader because as I understand your you don't have now the team like behind you right like something dedicated to you but you can think of any situation.

00:05:48-->00:05:55

I12SC

Then could you repeat the first of the question what do you mean when when how.. I .. my approach? or someone else's approaches?

00:05:55-->00:06:11

Interviewer

Yours. can you describe a time when you had to adapt your leadership approach to manage a sudden change or difficult situation within the team?

00:06:11-->00:07:52

I12SC

Well, I think that we in the daily work, I need to use my approach for the emotional and that sort of thing when I have the management discussions if it's something that is very important to implement. If they for instance want to do it very fast and I need to say OK, that is not possible, we need to have this time, then you can give sort of a conflict in that discussions not against me but it's against that we don't that we can't deliver faster than we we need to have a sort of time to implement things. So I try to always think about that. It's not me as a person it's it's the task that they want to have very quick delivered and that is not possible. So so you need to to sort of divide if it's personal or not in the job in the in those discussions and that could sometimes be sometimes it is sometimes very hard because my job is me, me it's my personal. But I need to to be able to sort that out is not me for my person that we have a conflict on it's what I supposed to deliver. So so then then it could be that I need to sort of to say, sort the feelings out, this is the feeling part and this is the fact parts.

00:07:52-->00:08:12

Interviewer

Then when faced with professional challenges, what strategy do you employ for maintaining focus and motivation?

00:08:12-->00:09:31

I12SC

In my work, as of Change and Implementation manger. I use ADKAR model as a base for my how we are, how I plan my work and how I approach the work that I have. So I think that is a very good base and ground for me to work from. If there is anything that I feel sort of in unsecure about I then I talked to my colleagues or my managers if I need some sort of you can call it problem solving. OK, I'm facing this issue and I need help with that. Then I always I I I have for me it's very easy to say OK I need help and I think that is that is good when you come to those things because you feelings or emotional, it's very subject, it's very personal. You can feel in one way and I completely different. So that's why it's good to take help get support from someone to get perspective from for the issue that you're facing.

00:09:31-->00:09:52

Interviewer

So then we are moving to the social awareness and can you give an example of how you have leveraged your understanding of teams emotions to improve project outcome or team performance in general?

00:09:52-->00:09:56

I12SC

I'm not sure if I quite understand what you mean there. If I have I have developed or could you say it one more?

00:09:56-->00:10:14

Interviewer

Can you give an example of how you leveraged your understanding of teams emotions to improve project or just team performance?

00:10:14-->00:11:11

I12SC

I tried to have a very close connection to the different target groups that I work with, both when I have a real project or an implementation, but also between. So I know what's happening, I know how their daily work look like or what sort of situations they are in. I work a lot with the frontline persons and that is then something in the market area or in the society could have happened that has a large impact on their daily work. And if I know about that, then it's easier for me to understand what sort of day they are facing. So that I think that is what I'm trying to do to have a very close connection with with my colleagues, but foremost with the stakeholders and target groups that I work with.

00:11:11-->00:11:32

Interviewer

So the next question it's I think kind of related what you were saying, but in case you would want to look from another angle. So how do you ensure you're considering the needs and concerns of individual team members during the project planning or execution?

00:11:32-->00:12:26

I12SC

Yeah, that's a close thing. But when I have an actual implementation or change activities then I of course I have a lot of connection and communication with the leaders because they need to be on boarded from everything. But I tried to reach out to employees to sort of say OK how it's going, how, how do you do it in in your unit, are you on track or not. So, so I I tried to sort of be proactive, just take the take a phone call to one in the team because I have been working so long in Denmark. So I have a very broad network. So for me it's very easy to make a call to an advisor or someone in the front line and ask how's the day, how is this activity going. So that is something that I also do.

00:12:26-->00:12:38

Interviewer

OK. Then we are moving to the social skills and what approaches do you use to foster good relationships and effective teamwork within your department?

00:12:38-->00:13:51

I12SC

What I use, Yeah. I think I'm quite good for listening, listening in, trying to to listen. What is the emotion for my colleagues? What do they they say something, but what do they always also feel because you can say something, but do you say it with the mouth and with your eyes or or so. So I try to to also see what how do you feel and if if I have a colleague that say something and I can see that OK, maybe this colleagues need some support and if of course my day is also a calendar fully booked, but then I try to to contact my colleagues. Is there anything you need support with or do you need to to talk about this issue that you have now or something? So I try to listen in and understand and and be to understand the colleagues situation. That is not always easy because I'm not sure that I always know the things but I tried, I tried to listen in and and yeah listen both with my brain and heart.

00:13:51-->00:14:00

Interviewer

So and then how do you ensure that all team members are included and their perspectives valued, especially when dealing with the cross cultural teams? if you do that.

00:13:51-->00:16:37

I12SC

Yeah actually I have been working in one project now that we have been working with feedback but that that has been a Danish project but we have been working with feedback between units. It was a lot of units, but with that sort of way of working then you really get everyone involved because everyone wants to give feedback. Maybe they don't want to get feedback, but they want to give feedback. That was sort of a good activity to get very many people. OK, there might be one someone here and there that haven't been involved, but you get a lot of people involved when we are talking about feedback. So actually this change activity was something that I see I would like to work more with, but it's it's you are getting a very heavy workload working with feedback because it's a lot of people and units but that could be one thing. And then of course you need to to ensure that the leaders understand I can take the change to the unit. And I always used to have sort of follow up calls with the meetings with the leaders, Q&A sessions with the leaders, but also with our change ambassadors who is a specific group. And when you have Q&A session then you can sort of see if there is questions that come that OK, this seems to be a question that everyone raises maybe we need to to do something more. But that is also way of getting more people involved with different sessions both with the leaders

but also with the employees. And I think actually I haven't done that. It was very many, many years ago. But then I made a survey, one to send to the leaders and one to the employees to see have they received the message at the same way. And that was very interesting. But of course, the message was different. But that is something that I think in, in change and implementation, we should have a very simple tool so that we could use that more than we do. But but that is also because you as a receiver, you're taking the information differently.

00:16:37-->00:17:05

Interviewer

So, yeah, OK. Now we are moving to exploring the impact of emotional intelligence on leadership and team dynamics. So the question would be, how have you adapted your leadership approach to improve team performance and collaboration? And do these adaptations reflect common practices in your cultural background?

00:17:05-->00:18:21

I12SC

I think that we in my team, I think we have a dialogue and discussions in the team around those questions and and and I think that's important that we listen in to each other some but it's also all also important that we can say OK let's go on, let's go forward in this dialogue. So I think it's a very, it's important to have a balance how long you should have a discussion around anything issue that have that sort of results in a lot of emotions then you should sort it out. But then you said OK now this is finished, now we go forward and and make it better next way, next step and so on. I think in in those case I I don't want to talk about something that happened one year ago or half a year ago, just sort it out and then we go forward. I I think maybe I'm sometimes a bit too much for that, but yeah, I'm not sure if that was the answer for your question.

00:18:21-->00:18:35

Interviewer

Then reflecting on your experiences, how do you think your emotional intelligence has shaped your overall leadership thinking or style?

00:18:35-->00:20:05

I12SC

I'm not sure if I can say there is a specific happening that have changed it, but I think that all the experience when you experience something, a period of that is very hard. Maybe you have a lot of work or you have specific persons that you you don't cooperate with so good or you have a conflict with or something and then you've managed to solve this you you'll find a solution. If I'm any sort of OK we we can we we need to work with this we need to solve this OK let's be professional and then we do that. I think that is sort of incidents or or issues that you grow with and then you learn a lot of. I learn very much about myself and I can see if I look back OK, some of incidents or or sort of conflicts. Not I I don't have any any big conflict. But when you have feel felt that this is not good that then when I think of it back, I'd say, OK, I should have done it this way. Instead I try to reflect and then learn from that and take it with me because I think it's the most, the, the best thing I think is to to experience it by doing.

00:20:05-->00:20:18

Interviewer

And then in your opinion, what role does emotional intelligence play in enhancing team productivity and overall success?

00:20:18-->00:21:15

I12SC

I think it plays a very. An important role, a big role you need, you need to have. We are working with human. So you need to have the feeling is this good? Is this not good. You need to have courage to talk about things. That is maybe a bit. What do you say heavy or or hard. Hard. Difficult. So you need to have the courage to to to bring the issue and talk about it and and try to find any form of balance and solution or something you you don't need to to to have the same opinion because you can say OK you think like this in this question and I had he's on the other side but then you decide OK let's be professional we find something in the middle and then we can go so. So I think it's very, very important to have it. Yeah, it's very important. Yeah.

00:21:15-->00:21:43

Interviewer

So we have finished the second part and we are moving to the third part, the last one. So we will be talking about organizational support for fostering emotional intelligence. And the first

question would be in your view how effective is the engagement survey as a means of assessing overall well-being and employee satisfaction within Danske bank landscape?

00:21:43-->00:23:00

I12SC

Well, I think it's very good that we have the engagement survey and we have a very high percent for them who who have it. So I think it's good then I can see that and and we are working with it in our team, we are discussing this in a very good way. So I think that is good. Then I can say that I think that historical. I have been part of one survey where my manager has a very low, low low score, very, very low score. And I think that we Danske Bank are not quite that good to work with and support when the managers have very low score. It's very difficult to have those discussions with the manager in the team. You might have someone from HR or some support when you're talking about this things. So when you have difficulties and it's it's you see it in the survey then you should have much better plans or action plans or support to talk about this, I think.

00:23:00-->00:23:10

Interviewer

OK. then could you share your perspectives on the renew-review sessions, how do they contribute to the organizational dynamics?

00:23:10-->00:24:33

I12SC

I think it's the same there because some managers that I have had is very good of doing this, have the good dialogues with me or the team and some is not that good. So I should say it depends a lot of whom you have as a manager if it will be good or not and then I think it's not easy to find. If you want to have any sort of competence development or competence plan for yourself it's not easy to find what where are the possibility in the organization what could be good for me or not. And so, so I think it's very it's not that easy to work with because you are supposed to come up with everything for yourself and sometimes you need to find any ideas or do we have any education or learnings or something that I could be interested in. So so it's not it's not that easy to find that universe with possibility to to grow thing. So it's not that easy I think or is it maybe it's me, maybe there is too much I'm not sure but but I think that you

should need any form of guide or help or support find depending on what sort of path you want to take going forward.

00:24:33-->00:24:50

Interviewer

And then how do you perceive the impact of Danske bank core values team up, own it and be open and fostering and reflecting emotional intelligence within the organization?

00:24:50-->00:24:57

I12SC

You mean how the, how it could help the organization or how it has helped me? Is it those 3 core values?

00:24:57-->00:25:10

Interviewer

Yeah, are they like, contributing to help to foster emotional intelligence within the organization?

00:25:10-->00:25:36

I12SC

Yeah. Yeah, I think they do (*thinking...*) Yes, I think they do. I I like those core values. Very good. I think they help the organization and it also helps me when I'm asking for feedback, I can always lay back on those and and like some work from them so. So I think it's good. I think they are contributing absolutely.

00:25:36-->00:25:52

Interviewer

And then because they're working here for a long time. So I have heard that the there were a bit like different words before? So do you think that the previous framework was better than this one or like if you have any reflections on that?

00:25:52-->00:26:26

I12SC

No. I I do like those words because those we have now, you can use them. I can use them in

my implementation material. I can use them in my daily work and to see do I live up to those. I can use them when I ask my manager for feedback or when I'm giving feedback. No, I think those are very good. I think those are actually they are easy to remember and they're they are easy to take to the heart and to the brain, so to say. So I like them, I like them very much.

00:26:26-->00:26:53

Interviewer

OK, great. And then we will talk about the organizational initiatives. So can you identify and discuss a few initiatives at Danske Bank that focuses on emotional intelligent development that you are aware of?

00:26:53-->00:26:55

I12SC

Actually not, no.

00:26:55-->00:27:35

Interviewer

I can give you a few examples because I'm not sure how it is in Denmark, but for example, in Lithuania we have Diversity and Inclusion. Then we have Mental week, we have Family Day, and then we are having volunteering activities for example. Also some different kinds of internal and external trainings. Yeah, so, and it shouldn't be like it's labeled emotional intelligence, but it could be burnout or something like that. But still it's related to emotional intelligence.

00:27:35-->00:27:53

I12SC

That's right. Yeah, We have Diversity activities also and we have also this Time to give day. Yeah, yeah, yeah. So that's right. We have that. Yeah. Yeah, it's, I didn't think about that of course we have.

00:27:53-->00:28:08

Interviewer

And is there anything from those mentioned ones that you have participated yourself?

00:28:08-->00:29:00

I12SC

No, I haven't. I think I think I think also I think that's something when you mentioned it that it also it depends quite a lot if you have anyone in your team that participate or that is sort of sponsor this in a way talk about it and.. (*thinking*) maybe we have changed our team so much and have a different managers during the past years. So maybe that's we haven't done anything from the team. So, so maybe that's why I haven't participate actually none of those, yeah, but but then you have it under Viva engage and you can see everything and so on but but yeah, yeah, so on.

00:29:00-->00:29:47

Interviewer

Yeah, they are announcing sometimes that like externally, but as I understand you, there should be some kind of central thing, persons or or as you say anyone in your team that they would be kind of leaders that let's just let's do that. So you you kind of don't self organize at the moment. And then maybe from the previous times as you you mentioned that you you had also this kind of leadership role. Did you have some support from Danske Bank like I don't know, I think now they have some kind of leader with purpose, some kind of trainings for that? So maybe you have participated in in those.

00:29:47-->00:30:23

I12SC

Yes. Then I it's, it's almost, it's soon 10 years since I was leader or eight years maybe. And then we have the leader training of course and I also had a very good collaboration with the HR in those questions or if there was any initiative that we should or would have as a leader and and with a team. So as a leader, I think there was I had a good support at that point, yes.

00:30:23-->00:30:50

Interviewer

And then we kind of touched that but anyway so do you believe that Danske Bank invests sufficiently in the development of emotional intelligence among its employees or there is some room for improvement?

00:30:50-->00:31:06

I12SC

Actually I I'm I have a I'm not sure if I could say if it's in good or or not good because I I haven't been participate or why I'm not sure that I won't that I know have knowledge about everything that is offering you around in this area. So I'm not sure how I should answer that question actually.

00:31:06-->00:31:18

Interviewer

Yeah, yeah, I get it. So we kind of discussed that that yeah, that there should be somebody who could a little bit bring it up to the attention I guess.

00:31:18-->00:32:31

I12SC

Yeah. And it's maybe not enough to have some, I don't know announcements in in Yammer or something like that. No, I don't think and and actually that was that is also because our days is so we are so full up in the calendar, in our calendar. So we don't have actually really the time in our daily work to to look at this and try to to see. OK what's happening and when could I have it because sometimes I have OK this day maybe I should. Because Time to give is something that I really should like to do and we have a very good organization here locally that I would like to support. But you know then I think OK this day should be should be OK and then something happens and you need to work. So sometimes I think it's very hard to get it to to trying to time manage this in your in your work and it that is very that is very sad actually but but I think then well OK I need to do this OK ad hoc delivery or something.

00:32:31-->00:32:46

Interviewer

So actually I'm over with the question. So it's just for the final remarks, if there is something that during the conversation you forgot to mention and you want to mention. So just giving the floor to you.

00:32:46-->00:32:58

I12SC

No, maybe I should have talked about this subject a bit broader during the interview.

00:32:58-->00:33:02

Interviewer

I think it was good. I'll just stop the recording then.