

ASHRAE

Elevating HVAC leadership: the Power of Emotional Intelligence

March 11th, 2025

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Modular Solutions Sales Manager



This ASHRAE Distinguished Lecturer is brought to you by the Society Chapter Technology Transfer Committee

**Complete the
Distinguished Lecturer
Event Summary
Critique**

**CTTC needs your
feedback to continue
to improve the DL
Program**

90 DL in the world

VOLUNTEER!

www.ashrae.org/volunteer

- Networking
- Community
- Friends
- Support
- Technical offerings
- Mentoring
- Personal growth
- Sense of purpose
- Help the earth
- Education
- Leadership
- Teamwork
- Fun

•*Join ASHRAE's team!*

Get the Most of Your ASHRAE Membership: Become a Volunteer!

ASHRAE looks to leaders like you to help us develop the technology that enables high performance for the life of buildings and systems. We depend on your practical experience and knowledge base to help us become better prepared and more marketable for the growing industry. Becoming involved with ASHRAE provides you with a single resource for keeping up with technical advances in the industry. By joining, you gain direct access to new technology; universally recognized technical information; and you influence the direction of the built environment. Below are a few ways in which you can get more involved with ASHRAE.

Committees



Technical Committees

As a technical committee member, you assist in planning programs for meetings, writing and reviewing Handbook chapters and assisting in developing research projects to improve equipment and system performance. ASHRAE has more than 100 committees addressing a range of built environment disciplines.



Standards Committees

As a standard project committee member, you help write the Society's standards and guidelines, which establish recommended design and operating practices embraced by the built environment community. ASHRAE currently publishes more than 100 standards and guidelines.



Standing Committees

ASHRAE has more than 30 standing committees, which aid in operation of the ASHRAE activities at the Society level, such as development of educational courses, approval of research projects and planning of student activities. Volunteers who serve on standing committees must first be nominated.







1.

THE PROBLEM

A stack of several open color and pattern swatch books, showing various color combinations and textures. The books are fanned out, revealing multiple pages with grids of color patches and patterns. The colors range from earthy tones to vibrant blues and reds. The patterns include solid colors, stripes, and geometric designs. The books are bound in a light-colored material, possibly leather or cloth. The overall image is a close-up, angled shot, emphasizing the depth and variety of the color and pattern options.

We focus almost only on technical skills



24hr feelings activity

- 60 seconds to recall all the feelings you've experienced over the last 24 hours
- Add up how many you recalled. How many did you write down?
- Tick pleasant emotions
- Cross unpleasant emotions
- Add up how many pleasant and unpleasant feelings you recalled

24hr feelings activity

- 27 emotions/hour
- 459 emotions per day
- 3000 emotions per week
- 150000 emotions per year

Bradberry & Greaves, 2005

85% of the time
we are completely
unaware of
how we are feeling

EI EXPERIENCE EMOTIONS LIST

USE THIS LIST TO IDENTIFY YOUR EMOTION

WHAT ARE YOU FEELING?



POSITIVE



HAPPY



OPTIMISTIC



INSPIRED



EMPATHETIC



EXCITED



CONFIDENT



PROUD



RELIEF



CONTENT



HOPEFUL



SURPRISED



CALM



STRONG



PASSIONATE



OFFENDED



INSECURE



INTIMIDATED



EMBARRASSED



FRUSTRATED



CONFUSED



JEALOUS



INDIFFERENT



AFRAID



DISAPPOINTED



SAD



DISCOURAGED



OVERWHELMED



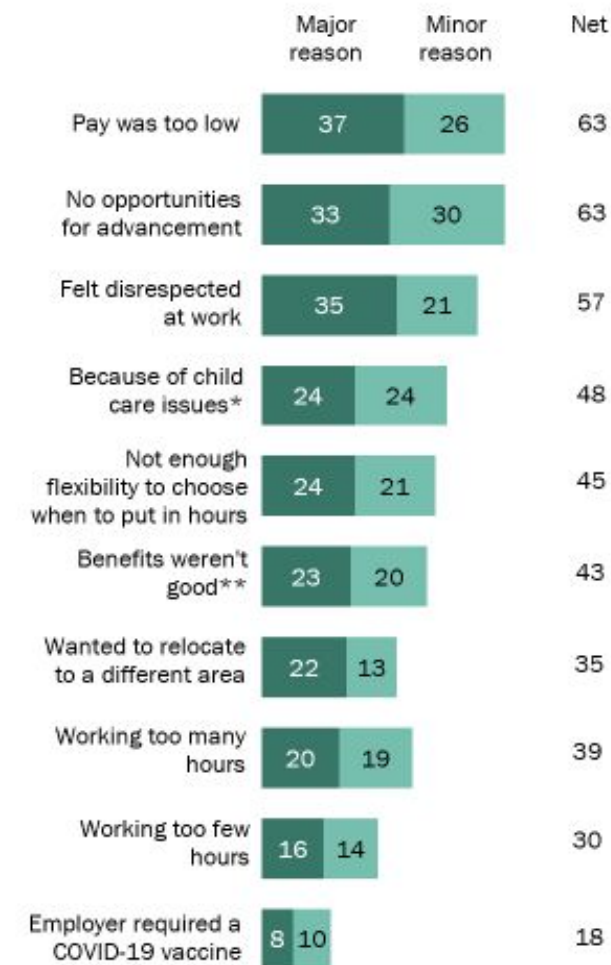
RESENTMENT



PESSIMISTIC

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so



*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.

Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

GREAT RESIGNATION

#3 Felt disrespected at work

The plan for today:

- What is EQ
- Why is it important
- Strategies to improve EQ

The background of the slide is a photograph of a desk. On the left, there is a teal-colored vertical bar. The desk surface is white and features a white keyboard at the top, a spiral-bound notebook with lined pages, a blue pen, and a white ruler. A black rectangular object is partially visible at the bottom right.

What is emotional intelligence?

90% of the people with average IQ were doing better than people with high IQ.

How you **show up** affects how people feel.

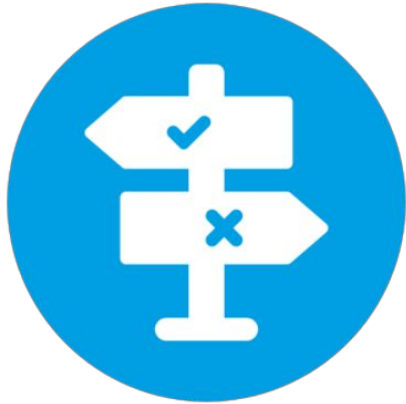
How they **feel** impacts how engaged they are.

And that shapes everything in your relationship.

Behavior matters!

The way we feel influences...

DECISIONS



boss raise

BEHAVIOR



body language, tone

PERFORMANCE



good boss/bad boss

Lack of EQ

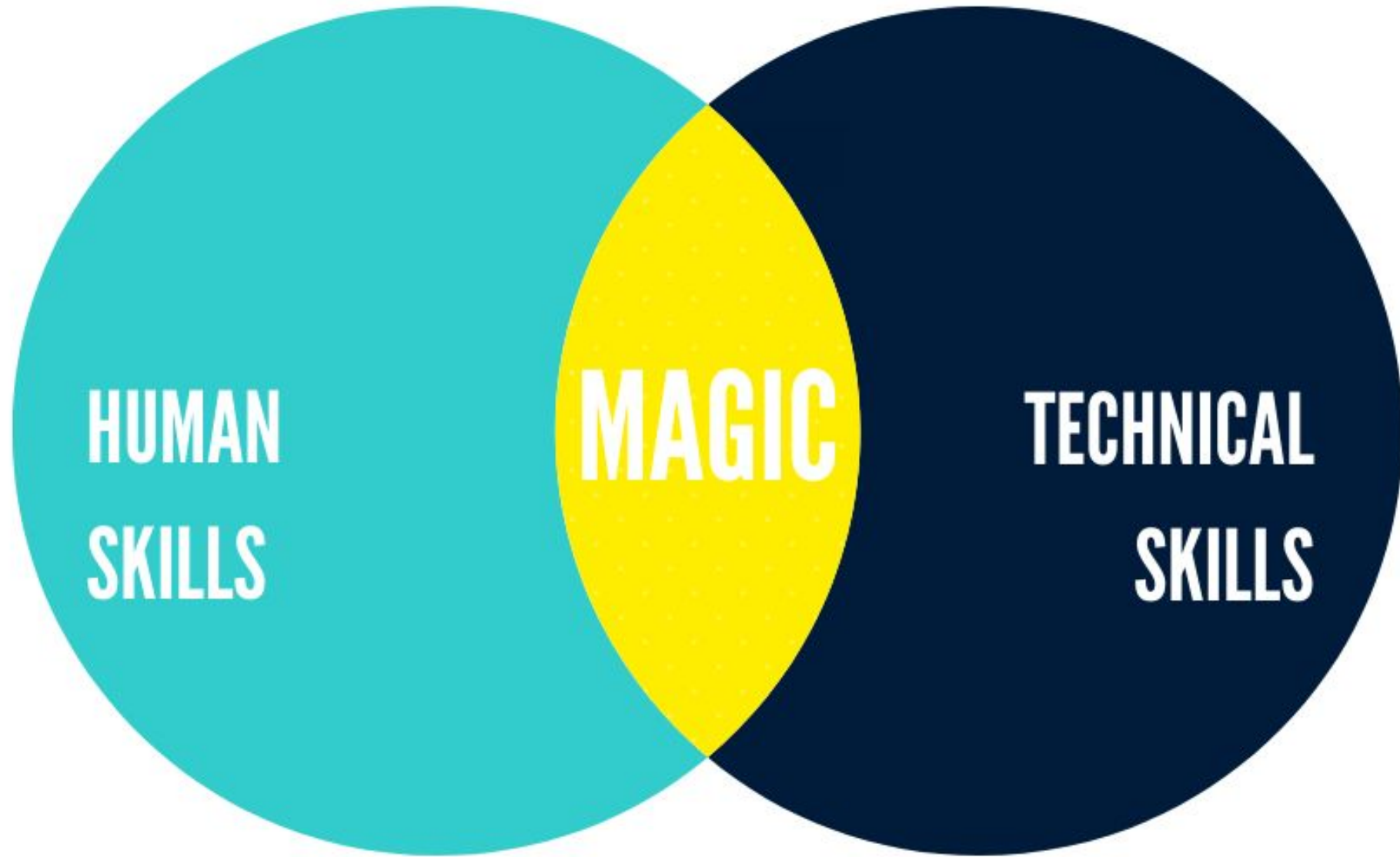
- ☒ Gets in lot of arguments
- ☒ Lack of empathy
- ☒ Thinks people are oversensitive
- ☒ Not receptive to feedback
- ☒ Blame others for mistakes
- ☒ Struggle to manage emotions



2.

THE SOLUTION





“

It's doesn't matter how
smart and technical we
are if nobody wants to
work with us

”

- Karine Leblanc

Worst advice ever:

“Leave emotions out of it!”

Emotions are data





[REDACTED]
to info@karineleblanc.com ▼

Wed, Mar 30, 10:19 AM (11 days ago)



Hi Karine,

I am the HR Director [REDACTED] We are 140 employees working remotely & worldwide. I have a Manufacturing Director [REDACTED] who Apply on our VP operation opened position. He didn't not get it because of his lack of skills in emotional intelligence. [REDACTED]

Nice Story
Now Show Me the Data

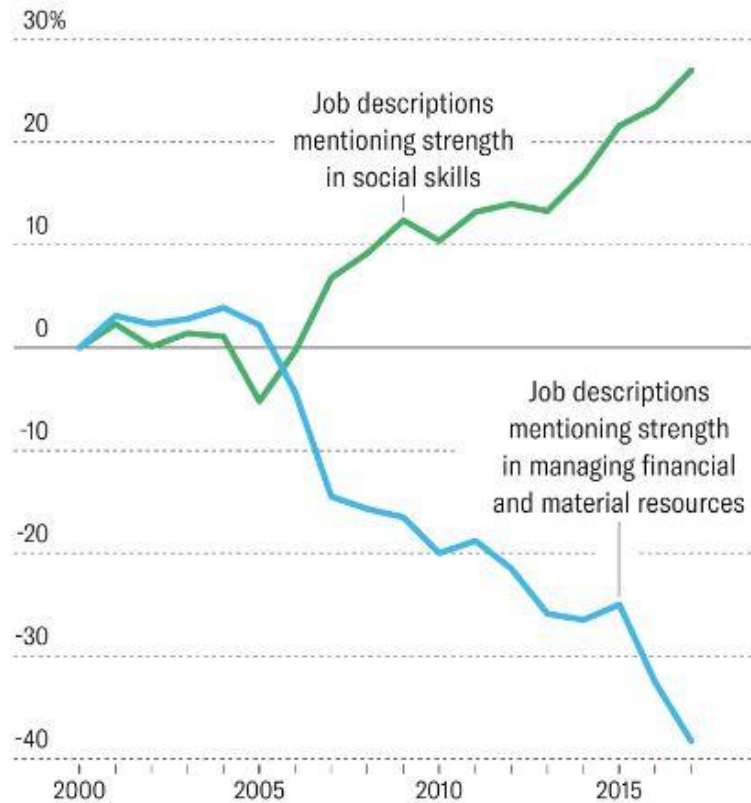
The Hay Group states one study of 44 Fortune 500 companies found that salespeople with **high EQ produced twice the revenue** of those with average or below-average scores.

Also, technical programmers with the **top 10% emotional intelligence competency** developed software **3x faster** and better than those with low EQ competency ([source](#)).

Help Wanted: CEOs Who Are Good with People

Since 2007, companies advertising C-suite openings have increasingly emphasized the importance of social skills and deemphasized operational expertise.

Change relative to 2000



Note: Job descriptions were for nearly 5,000 C-suite positions advertised by the executive-search firm Russell Reynolds Associates. The data points were estimated in a regression model that controls for industry differences and other variables. The coefficients after 2007 are significantly different from zero across both skill clusters.

Forbes

Emotional Intelligence No.1 Leadership Skill For 2024, Says Research

Rachel Wells Contributor

Rachel Wells is a writer who covers freelancing, AI, and remote work.

Follow



Jan 5, 2024, 05:27am EST

Updated Jan 5, 2024, 08:40am EST



How would you rate you level of
emotional intelligence?

Are you the good or bad boss?

Poor	Fair	Good	Very Good	Excellent
1 2	3 4	5 6	7 8	9 10

at home and at work?

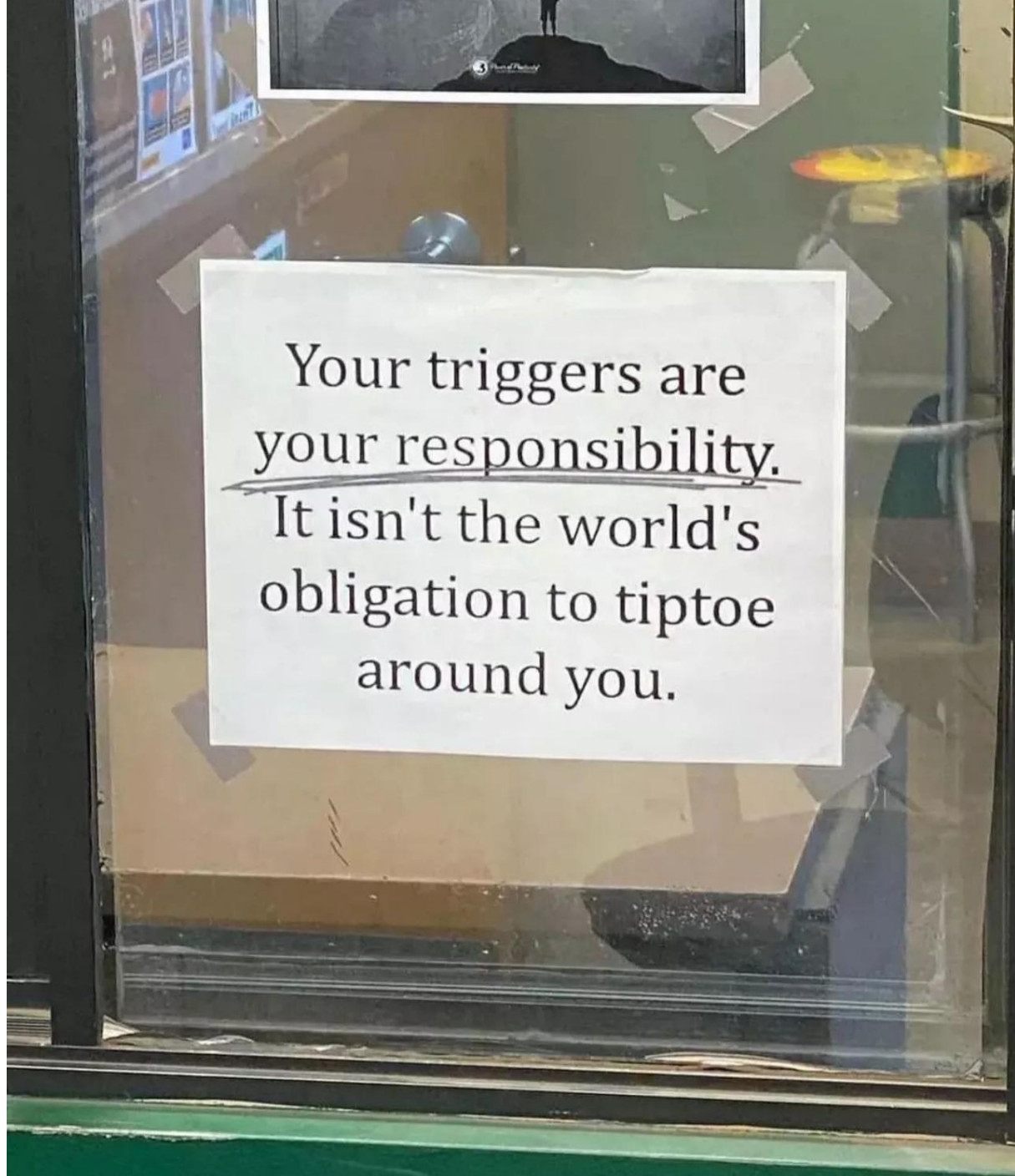


3.

THE STRATEGIES



SELF AWARENESS

A photograph of a window with a sign and a poster. The sign is white with black text. The poster is small and dark with a silhouette of a person. The window is made of glass and has some reflections. The background is a plain white wall.

Your triggers are
your responsibility.
It isn't the world's
obligation to tiptoe
around you.

Triggers of unpleasant emotions

- What are typical triggers of unpleasant emotions for you?
- How do you come across to others when you are feeling unpleasant feelings?

D:

Loss of control

Being taken advantage of
Indecisiveness

Overly cautious behavior

I:

Silo mentality

Disapproval or rejection

Being ignored

Lack of consultation

C:

Criticism

Being wrong

Loud extraverted people
who 'fake' it/aren't
accurate

Being looked over for
expertise

S:

Change

Confrontation & loss of
harmony

Quick decision-making
Task-focused people

Triggers & reactions

Pushy
Impatient
Domineering
Attacking
Tough
Harsh

D

Disorganized
Vain
Manipulative
Excitable
Reactive
Undisciplined

I

Overly analytical
Picky
Stuffy
Critical
Judgmental
Defensive

C

Unsure
Wishy-washy
Awkward
Possessive
Confirming
Insecure

S

SELF AWARENESS STRATEGIES



Observe the
ripple effect
from your
emotions



Know who &
what pushes
your button



It's okay to be in
a bad mood



Feel your
emotions
physically



Be aware of
your tone

SELF MANAGEMENT STRATEGIES



Deep breathing



Make your goals
public



Count to ten

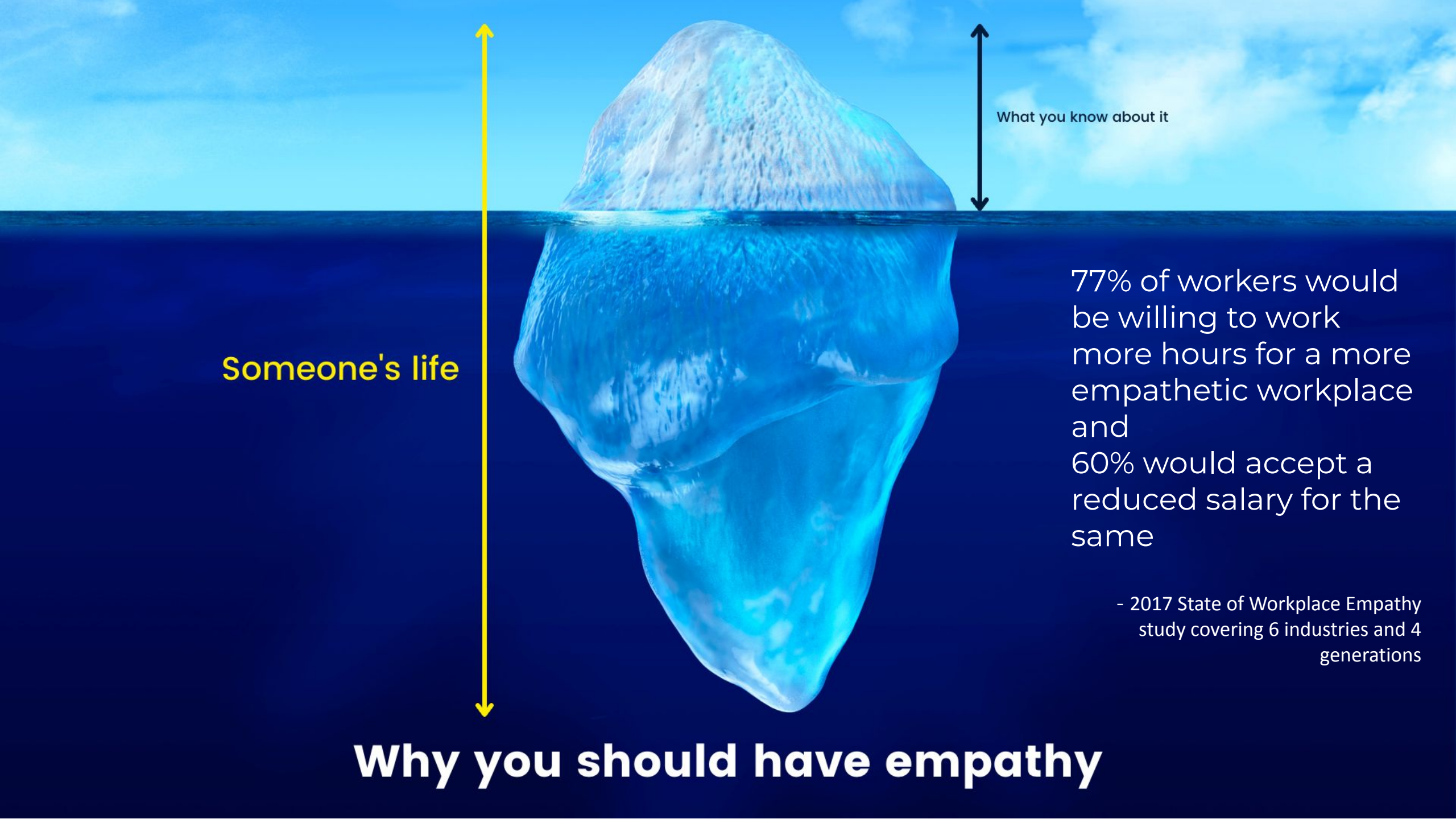


24 hour rule



Get more sleep





What you know about it

Someone's life

77% of workers would be willing to work more hours for a more empathetic workplace and 60% would accept a reduced salary for the same

- 2017 State of Workplace Empathy study covering 6 industries and 4 generations

Why you should have empathy

SOCIAL AWARENESS STRATEGIES



Greet people by
their name



Pay attention to
body language
during
meetings



Go on 15-minute
walk in your
office



Active Listen
“L” sticker



Make timing
everything

RELATIONSHIP MANAGEMENT STRATEGIES



Be open &
curious about
others



Remember the
little things



Take feedback
well



Have an
open-door
policy



Only get mad
on purpose

A man in a dark suit and striped tie stands on a modern staircase with glass railings. His hands are clasped in front of him, and he wears a watch on his left wrist. The background is a blurred view of the building's architecture.

Turn knowledge
into

ACTION

Homework

Begin paying attention to how you feel for the rest of the day.

The more aware = the more in control

“85% of the time we are completely unaware of how we are feeling”



Give feedback to Karine

Scan this QR code



Or go to

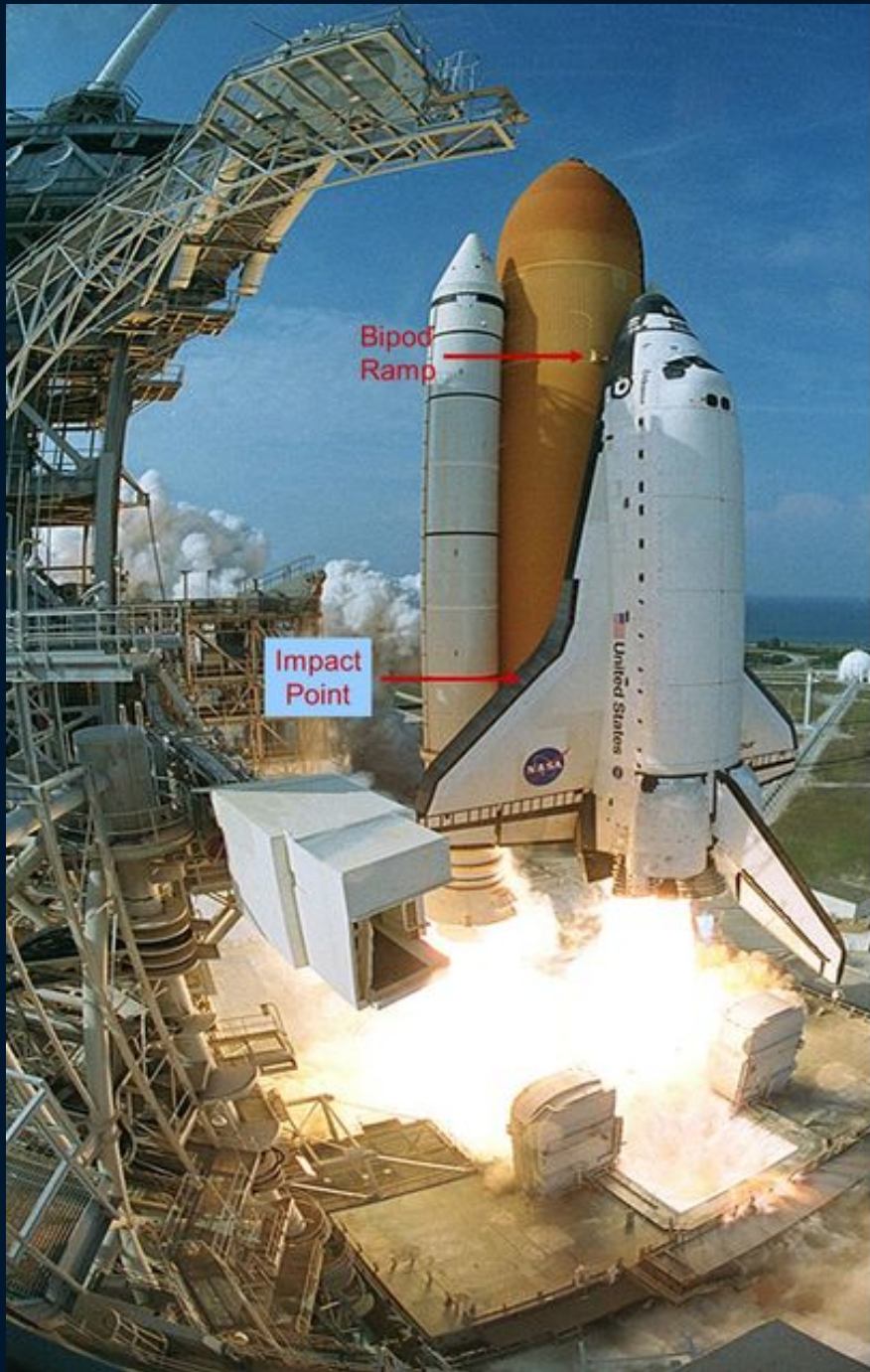
<https://talk.ac/karineleblanc>

and enter this code when prompted

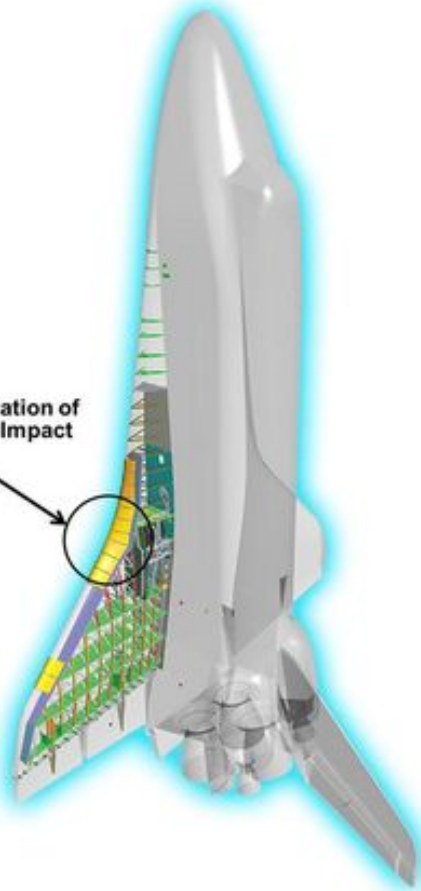
ASHRAE

What is worst than investing in someone and have them leave?

Not investing in someone and having them stay!



Approximate Location of
ET Bipod Foam Impact



Emotional Intelligence Saves Lives

- Psychological Safety & Speaking Up
 - Self-Confidence & Assertiveness
- Decision-Making Under Pressure
 - Self-Regulation & Empathy
- Leadership & Trust
 - Empathy & Relationship Management

“

People will forget what you
said and what you did, but
they will never forget how
you made them feel.

- Maya Angelou



DISCOVER THE **SIX MAGIC SKILLS** THAT WILL **CHANGE**
YOUR BEHAVIOR AND YOUR LIFE

HOW TO BE **HUMAN** IN A **TECHNICAL WORLD**



K A R I N E L E B L A N C

Thank you!

Connect with me on LinkedIn



Karine Leblanc

Modular Solutions

Sales Manager

