

# EQ Leadership Index

## Greenhouse Methodology Overview

For HR, People & Culture, L&D, and partner organisations

“Being truly heard is a structural act.”

— Rachel Woodroof, Greenhouse

### WHAT IT IS

The Greenhouse EQ Leadership Index is a proprietary behavioural framework that makes emotional intelligence **teachable, observable, and measurable**. It structures EQ as a dynamic, conversational-process competency — measuring what leaders **do** in real interactions, not who they are as a fixed trait. Unlike general EQ inventories, the Index is anchored to a specific unit of analysis: the quality of a listening encounter under pressure.

### THE FOUR DOMAINS

A logical processing sequence — each domain is the precondition for the next.

1	<b>Emotional Presence</b>	The internal regulation that makes genuine listening possible. The nervous system goes first — a flooded or withdrawn leader cannot accurately hear.
2	<b>Generative Curiosity</b>	Adopting an inquiry orientation before drawing conclusions. Suspending judgment and actively seeking disconfirming information. The attentional precondition for accurate perception. The Index's strongest original contribution — no validated EQ instrument isolates this construct.
3	<b>Perceptual Accuracy</b>	Distinguishing what was actually communicated — verbally, emotionally, and nonverbally — from one's own interpretation or projection. Clean separation between received signal and constructed meaning.
4	<b>Calibrated Response</b>	Selecting a response specifically suited to what the other person needs, rather than defaulting to habit. Includes noticing conversational rupture and moving deliberately toward repair.

#### WHAT IT IS GROUNDED IN

**Edmondson (1999)** Psychological Safety and Learning Behaviour in Work Teams

**Mayer, Salovey & Caruso (2002)** MSCEIT ability model of emotional intelligence

**Ickes (1993)** Empathic Accuracy — distinguishing communicated vs. interpreted meaning

**Van Rooy & Viswesvaran (2004)** EQ meta-analysis: greater predictive validity than IQ for job performance

**EY Global (2025)** Neuroinclusion at Work Study — line manager behaviour data

**WEF (2025)** Future of Jobs: EQ in top 10 fastest-growing skills globally

**Bipolar & Belong (2025)** Disclosure patterns and psychological safety at work

#### HOW IT DEPLOYS

**Workshop assessment** 12-item pre/post self-assessment using retrospective design (eliminates response shift bias). Embedded in Attuned Listening workshop delivery.

**Participant report** Individual domain score profile with strongest domain, development edge, and 14-day behavioural commitment.

**14 and 60-day follow-up** Structured behavioural check-ins differentiating sustained change from initial motivation.

**Consulting engagements** Index domains structure the diagnostic in bounded HR/L&D engagements. Includes Edmondson Psychological Safety Scale at baseline and 60 days.

**360-degree assessment** Behavioural anchors (B1–B5 per domain) are designed for multi-rater deployment in organisational rollout.

#### PILOT EVIDENCE

**+2.8** average pre/post shift on structured listening confidence after one workshop *Greenhouse Pilot Data, 2025*

**80%+** of participants report increased confidence across all four domains *Greenhouse Pilot Data, 2025*

**70%** of the variance in employee engagement is explained by manager behaviour alone *Gallup, State of Global Workplace*

**63%** of people with bipolar disorder never disclose during hiring — poor listening is a primary driver *Bipolar & Belong, 2025*

#### VALIDATION STATUS

**Active pilot phase.**

Pre/post behavioural data is being collected across cohorts. The framework is grounded in established EQ research. A full psychometric validation study is planned for 2027 in partnership with a Dutch academic institution.

*This document describes the methodology and deployment architecture — not a validated psychometric instrument.*

#### IP PROTECTION

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