



EMOTIONAL INTELLIGENCE FOR LEADERS

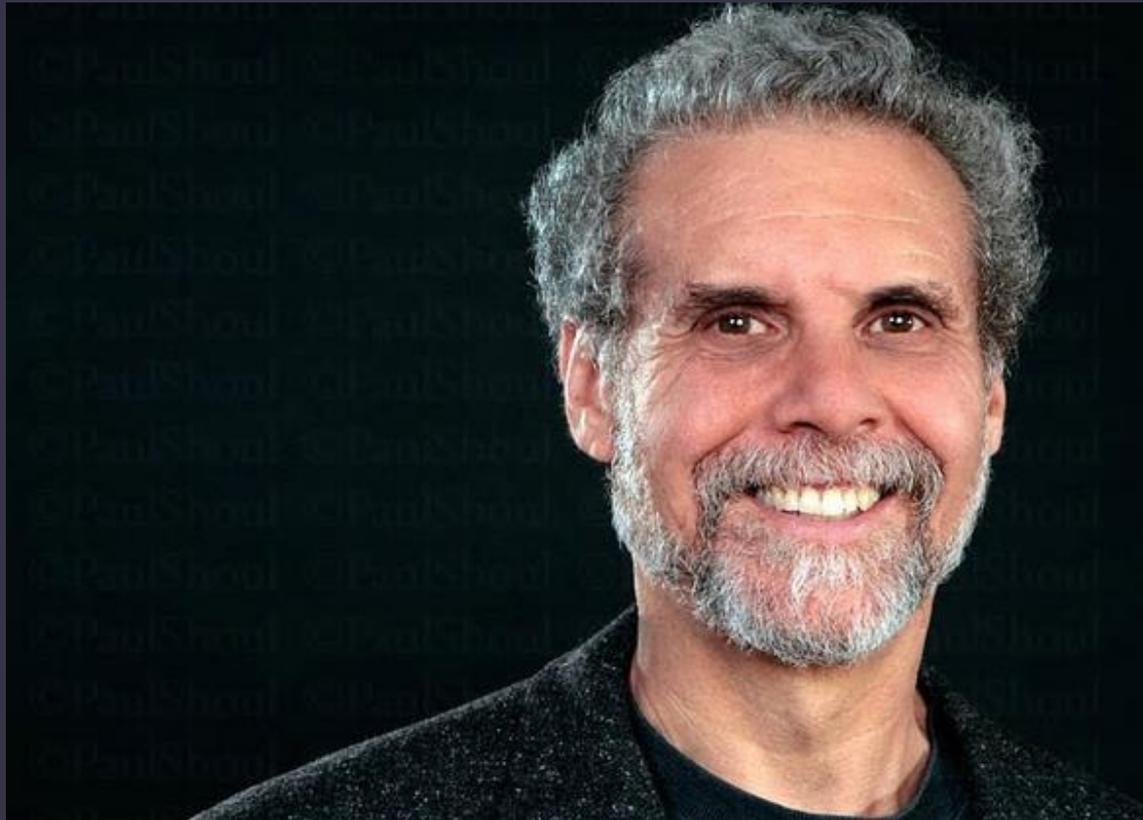
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- The Case for Emotional Intelligence (EI)
- EI in the Workplace and in your Leadership

Today's
Topics



THE CASE FOR EMOTIONAL INTELLIGENCE (EQ)



Daniel Goleman

Author of Emotional
Intelligence

Write It Down . . .

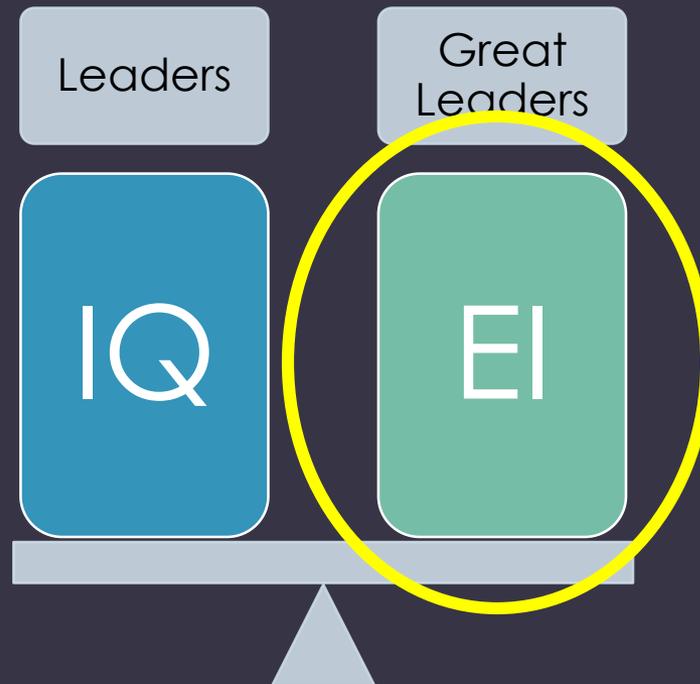
Make a list of 10 characteristics of great leaders

Place each characteristic into one of the following categories:

Intelligence

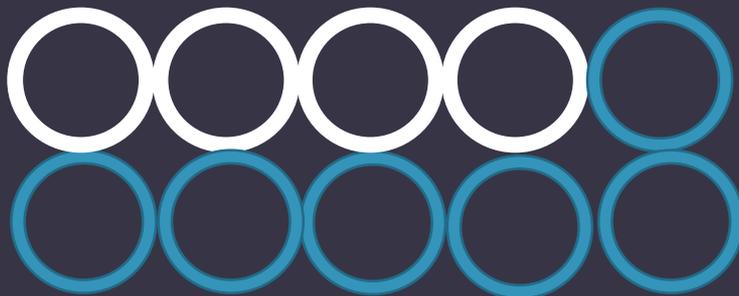
Technical

Emotional Intelligence

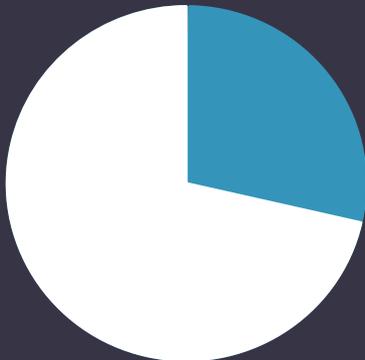




More than 50% of employees lack the motivation to keep learning and improving



Four in 10 people cannot work cooperatively



70% of all change initiatives fail because of "people" issues

Common
measure of
intelligence

**Emotional
intelligence**

Traditional
predictor of
potential

**Managing
emotions**

IQ

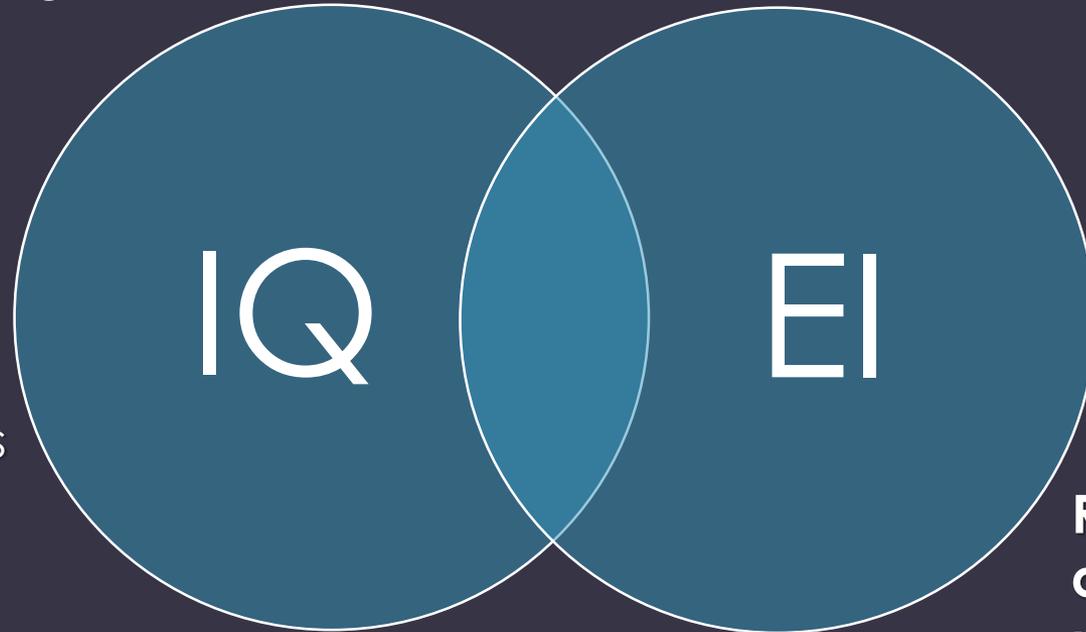
EI

Technical skills
and
conceptual
thinking

**Relationships
and self-
motivation**

Often seen
as genetic

**Can be
learned/developed**



Definitions for 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

(Goleman)

The ability to perceive, access, generate, understand, and regulate emotions to assist thought and intellectual growth

(Salovey & Mater)

Components of Emotional Intelligence

Self-
awareness

Self-
regulation

Social Skills

Social
Awareness

Motivation

Self-awareness

- Definition:
 - The ability to recognize your moods, emotions, and drives as well as their effect on others
- Looks like:
 - Self-confidence
 - Realistic self-assessments
 - Self-deprecating sense of humor
- Develops through:
 - Getting to know yourself under stress
 - Identifying areas of discomfort
 - Observing and considering the ripple effect of emotions and actions
 - Journaling





Joy



Sadness



Disgust



Fear



Anger



Joy



Sadness



Disgust



Fear



Anger

 Ecstasy	 Melancholy	 Intrigue	 Surprise	 Righteousness
 Melancholy	 Despair	 Self-loathing	 Anxiety	 Betrayal
 Intrigue	 Self-loathing	 Prejudice	 Revulsion	 Loathing
 Surprise	 Anxiety	 Revulsion	 Terror	 Hatred
 Righteousness	 Betrayal	 Loathing	 Hatred	 Rage

Liberosis

Altschmerz

Monachopsis

Sonder

Mauerbauertraurigkeit

Jouska

Anedoche

Opia

Exulansis

Liberosis – the desire to care less about something

Altschmerz – weariness with same old issues that you've always had

Monachopsis – the subtle but persistent feeling of being out of place

Sonder – the profound, individual realization that each person you meet is living their own life

Mauerbauertraurigkeit – the inexplicable urge to push people away, even close friends who you really like

Jouska – a hypothetical conversation that you compulsively play out in your head

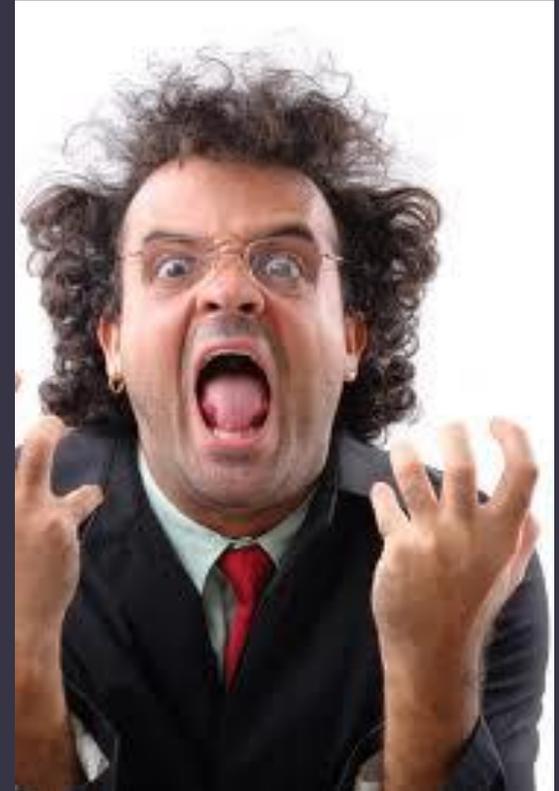
Anedoché – a conversation which everyone is talking but nobody is listening

Opia – the ambiguous intensity of looking someone in the eye, which can simultaneously feel invasive and vulnerable

Exulansis – the tendency to give up trying to talk about an experience because people are unable to relate to it

Self-regulation

- Definition:
 - The ability to control or redirect disruptive impulses and moods
 - The propensity to suspend judgment – to think before acting
- Looks like:
 - Trustworthy
 - Openness to change
 - Achievement orientated
 - Self-control
- Develops through:
 - Identifying **TRUTH**
 - **T**rieger event (what happened)
 - **R**eference (how you (in)correctly evaluated the situation)
 - **U**nhealthy response
 - **T**ell it (what really happened)
 - **H**ealthy response (how to correct or what to say/do different next time)



Social Awareness

- Definition:
 - The ability to understand the emotional makeup of other people
 - Skill in treating people according to their emotional reactions
- Looks like:
 - Empathy
 - Observing organizational needs
- Develops Through
 - Cross-cultural sensitivity
 - Quality service to others



Social Skill

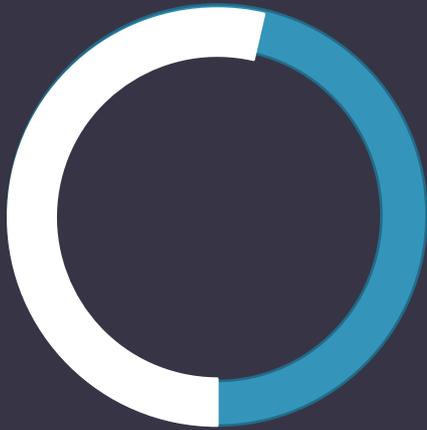
- Definition:
 - Proficiency in managing relationships and building networks
 - An ability to find common ground and build rapport
- Looks like:
 - Visioning
 - Influence
 - Developing others
- Develops through:
 - Conflict management
 - Rapport building/networking
 - Change management



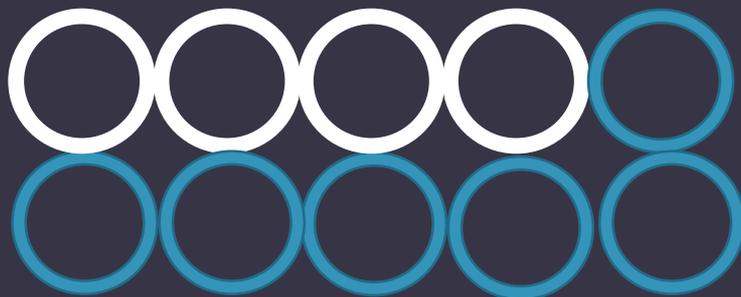
Motivation

- Definition:
 - A passion to work for reasons that go beyond money or status
 - A propensity to pursue goals with energy and persistence
- Hallmarks:
 - Strong drive to achieve
 - Optimism (even in the face of failure)
 - Organizational commitment

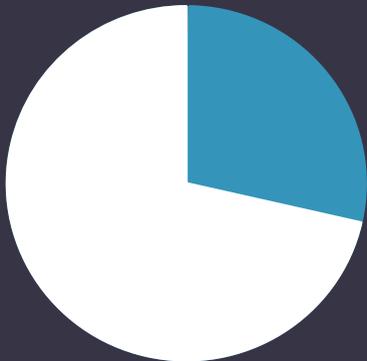




How equipped are you to motivate your team?



When do your employees work best together? Least?



What people issues do you need to address to increase the success of change initiatives?

Emotional Intelligence in the Workplace and Leadership

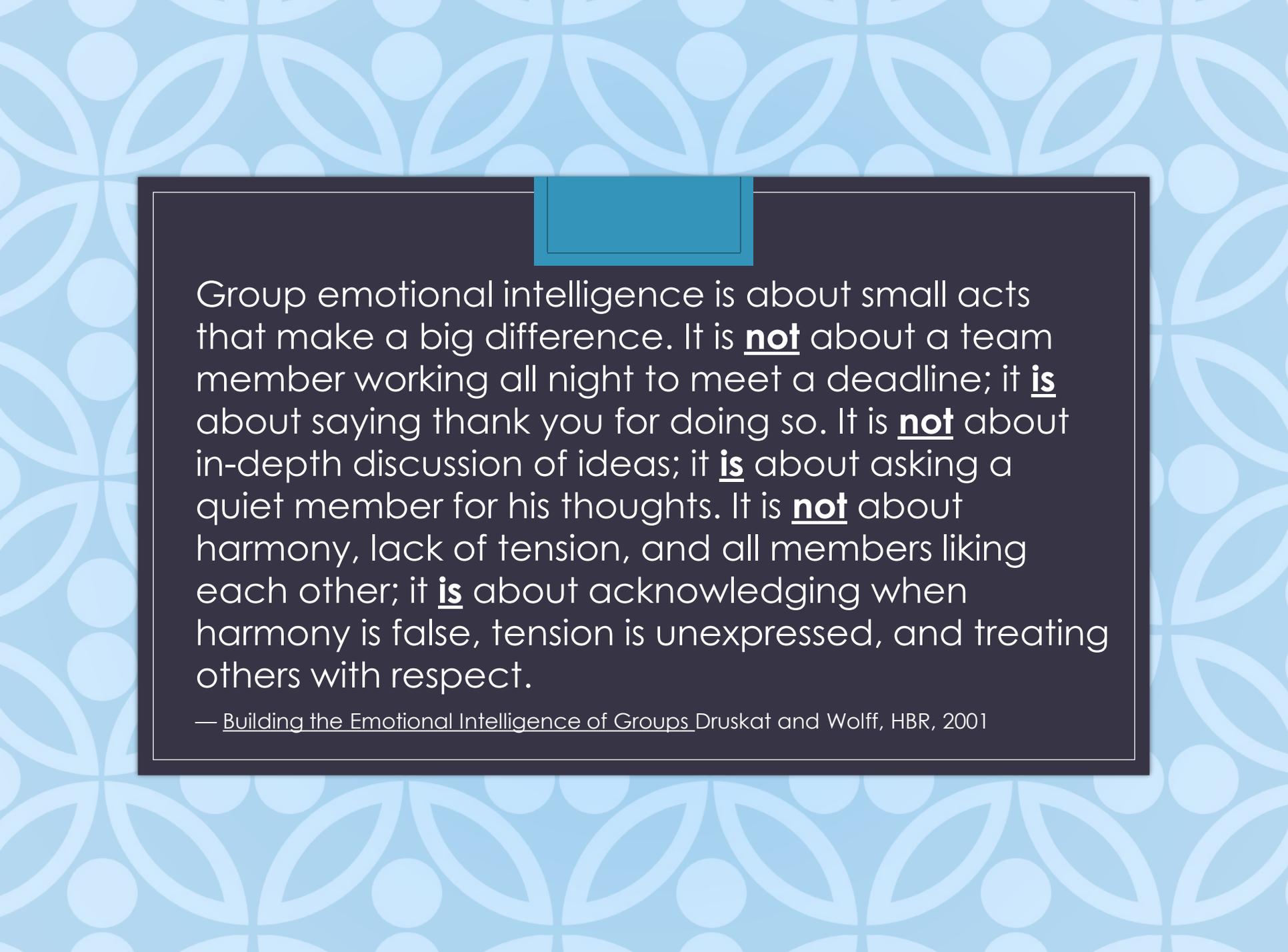
- Help each other be right – not wrong.
- Look for ways to make new ideas work, not for reasons they won't.
- If in doubt, check it out! Don't make negative assumptions about each other.
- Help each other win and take pride in each other's victories.

(adapted from Ian Percy 's "The 11 Commandments for an Enthusiastic Team" 1991)

Emotional Intelligence in the Workplace and Leadership

- Speak positively about each other and your organization at every opportunity.
- Maintain a positive mental attitude no matter what the circumstances.
- Do everything with enthusiasm. It's contagious.
- Whatever you want – give it away.
- Never give up.
- Have fun!

(adapted from Ian Percy 's "The 11 Commandments for an Enthusiastic Team" 1991)



Group emotional intelligence is about small acts that make a big difference. It is **not** about a team member working all night to meet a deadline; it **is** about saying thank you for doing so. It is **not** about in-depth discussion of ideas; it **is** about asking a quiet member for his thoughts. It is **not** about harmony, lack of tension, and all members liking each other; it **is** about acknowledging when harmony is false, tension is unexpressed, and treating others with respect.

— Building the Emotional Intelligence of Groups Druskat and Wolff, HBR, 2001



QUESTIONS?