



Leading with Emotional
Intelligence
Workshop
November 2, 2011

Welcome to our Workshop

Learning Objectives of today are:

- To explore the context of Emotional Intelligent Leadership.
- To learn how to identify key internal and external factors that influence our EI Leadership.
- To develop a better understanding of your work team's strengths and weaknesses and to gain insight into how EI can help the team.

Leadership

- We can view Leadership as “*Getting the job done through people*”
- Note we are talking about two major features of leadership:
 - Task
 - Maintenance

Two Kinds of Intelligence

- In this discussion we will focus on two types of intelligence – intellectual and emotional. Sometimes called “book smart” and “people smart”.
- In short we are talking about IQ and EI

Leadership with IQ & EI

Can be viewed as:

- - hard skills, book smarts, task - IQ

vs.

- - Soft skills, people smarts, maintenance- EI

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.”

Daniel Goleman

Why EI is Important

- In a classic study of more than 2,000 Executives, of the 16 abilities that distinguished stars from average performers, all but 2 were emotional competencies.

Another Study

- In another study Goleman (1998) showed that from entry-level jobs to top management, the single most important factor is emotional intelligence and not advanced degrees, IQ or technical expertise.

IQ vs. EI

- Paradoxically, IQ has the least power in predicting success among executives.
- EI carries much more weight than IQ in determining who emerges as a leader.
- For most professional jobs you need an IQ from 110 to 120. Since most people have this IQ level it offers little competitive advantage

EI

- Thus the “soft skills” (people smart) matter even more for success in “hard skills” (book smart) fields.

EI

- “Unlike IQ which changes little after our teen years, EI seems to be **LARGELY LEARNED** & it continues to develop as we go through life & learned from our experiences.”

Daniel Goleman

EI Leadership in the workplace

- EI Leaders tend to be very effective at managing relationships because they can understand and control their own emotions and can empathize with the feelings of others.

EI helps us move to the Balcony

- Reflection is very much part of EI. As Ron Heifetz suggests “Imagine you are on the dance floor, swept up in the dance, an active participant in a complex scene. There are some things about the dance that you will only know by actually dancing. But if you move to the balcony for a while, you can see things that you can never discover on the dance floor – the large pattern of interactions of which you are a part. You gain perspective and can make new choices.”

EI Framework

Personal Competencies

- Self-awareness
- Self-regulation
- Motivation

Social Competencies

- Empathy
- Social Skills

Self-Awareness

- Emotional Awareness: recognizing one's emotions and their effects
- Accurate Self-Awareness: knowing one's strengths and limits
- Self-confidence: a strong sense of one's self-worth and capabilities

Self-Regulation

- Self-Control: keeping disruptive emotions and impulses in check
- Trustworthiness: Maintaining standards of honesty and integrity
- Conscientiousness: Taking responsibility for personal performance
- Adaptability: Flexibility in handling change
- Innovation: Being Comfortable with novel ideas

Motivation

- Achievement drive: Striving to improve or meet a standard of excellence
- Commitment: Aligning with the goals of the group or organization
- Initiative: Readiness to act on opportunities
- Optimism: Persistence in pursuing goals despite obstacles and setbacks

Empathy

- Understanding Others: Sensing others' feelings and perspectives
- Developing Others: Sensing others' development needs and bolstering abilities
- Service Orientation: Anticipating, recognizing and meeting customers' needs
- Leveraging Diversity: Cultivating opportunities through different people
- Political Awareness: In touch with a group

Social Skills

- Influence: Wielding effective tactics for persuasion
- Communication: valid communication
- Conflict management: resolving issues
- Leadership: inspiring and guiding others
- Change Catalyst: Initiating change
- Building bonds: valid relationships
- Collaboration & Cooperation: Working together
- Team capabilities: group synergy

How to Increase Your EI

The good news is that EI can be learned. However, as Goleman says, “The process is not easy. It takes time and, most of all, commitment. But the benefits that come from having a well-developed emotional intelligence, both for the individual and for the organization, make it worth the effort.”

How to Increase Your EI

- To help increase your EI you need to continue to search, read, study and practice EI.
- Look for positive role-models of EI
- You need to use a combination of self-disclosure and feedback

More ways to increase EI

- Films and Music
- Active Listening
- Guided Meditation and Imagery
- Reflection Papers & Journals
- Move from dance floor to balcony

The Bottom Line

All of us are on a developmental journey, and we will spend time as being a leader and at other times as a follower. We need to monitor this process intentionally. To lead with emotional intelligence we need to develop our own unique set of talents and capacities. And remember we have the potential to develop more.

The Bottom Line

Our journey can take time, we need to be patient. Moses took forty years to bring the children of Israel to the Promised Land, not because it took that much time for the people to walk from Egypt, but it took them time to learn new things. By understanding and demonstrating high levels of EI not only do we increase the quality of work life but we increase our own quality of life. And we are able to turn our dreams and the dreams of others into reality.