Learning Objectives

- Define Emotional Intelligence (EQ) and its importance in Leadership
- Start to build skills in three key EQ areas
- Outline next steps to building your Leadership EQ

EQ Skills Foster...

- Higher self-regard
- Effective stress management
- Resilience
- Better relationships
- Optimism and happiness

A Leader You Admire?

- Think of 5 words or phrases that best describe why you admire this person
- Capture one word/phrase per post-it

DEFINING EQ...

...and its importance in Leadership
History of Emotional Intelligence

1983  Reuven Bar-On
1989  Howard Gardner
1995  John Mayer

Daniel Goleman
Peter Salovey
David Caruso

Source: High Preforming Systems

Goleman's Definition

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

(Goleman, 1995)


Plutchik's Wheel

Source: Robert Plutchik, Ph.D.

Handout Page 1

"Emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but [s]he still won't make a great Leader."

Source: Goleman, What Makes a Leader, HBR, January, 2004

A Comprehensive Definition:

Emotional Intelligence is a set of emotional and social skills that collectively establish how well we:
- Perceive and express ourselves
- Develop and maintain social relationships
- Cope with challenges
- Use emotional information in an effective and meaningful way

Source: Multi-Health Systems

The Three R's of EQ

1. Recognize your own impulses or moods
2. Read situations and others accurately
3. Respond most appropriately

Source: Ego vs EQ
“Anyone can become angry... that is easy, but to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way... that is not easy.”

EQ Is Not:
- Cognitive Intelligence (IQ)
- Personality Type
- Achievement
- Aptitude
- Vocational Interest

With the Person Next to You:
Which has the most post-its?

EQ
IQ
Other:
(Technical Skill Accomplishment Personality Style)

2 Minutes

An Emotionally Intelligent Leader...
- Effective communication
- Easy to work for
- Good sense of humor
- Optimistic
- Develops connections
- Shows interest in others
- Makes people feel heard
- Evokes loyalty and trust

Mounting Evidence Suggests:
- EQ is more important for effective leadership than technical skills and cognitive abilities
- High performing leaders all have a high degree of Emotional Intelligence
- EQ accounts for between 27 and 45% of success
- Leaders with higher EQ earn more money
- Strong links between empathetic leaders and organizational financial performance
The Importance of Leadership Self-Awareness

“A high performing leader in the fullest sense, is able to not only create results, but also to lead the individuals creating the result, amounting to an optimally successful organization”

Source: Korn/Ferry Institute, A Better Return on Self-Awareness, by Zes and Landis

Alarming Data...

- 80% of employees quit their jobs because of managers
- 90% report lack of appreciation and respect as the main reasons
- 80% of ethics complaints are about harassment or abuse of others
- 90% of measured differences between high and medium performers is due to people skills

Source: Pearman, White Paper: Why Should You Care About Emotional Intelligence and Emotional Competencies?

The Self-Aware Leader...

...builds trust at the interpersonal level which then takes root at the team level, and radiates throughout the culture

Adapted from: CLO media, March, 2016, Leaders Build Your Success on Trust

Self-Awareness and Leadership

Self awareness is not a "nice to have"; it’s a key leadership skill to help unlock personal and organizational success
So basically, you are looking for books on changing everyone except yourself.

The Executive Feedback Trap

- Failure to solicit formal feedback
- Ignoring feedback you don’t like
- Denying feedback that is difficult

Source: Shirkani, Ego vs. EQ

BUILDING EQ SKILLS

...for more effective Leadership

The EQ-I 2.0 Model

Leadership, EQ and MBTI® Type

Correlational Data between EQ-I 2.0 subscales and the MBTI® Personality Types ©2013, Roger Pearman, Leadership Systems, Used with Permission, All Rights Reserved.
Non-Profit vs. For Profit Leadership and EQ

- Non-profit leaders had higher overall EQ-i scores
- Highest statistically significant differences were on Stress Management and Adaptability
- Do people self-select into careers that leverage their EQ Skills or is it a matter of recruitment?

Leadership, EQ and Gender

Emotional intelligence assessments have found women and men to be equally emotionally intelligent with a few minor differences.

EQ Skills Can Be Developed

The EQ-I 2.0 Model

The Self-Perception Composite

“He who knows the universe and does not know himself knows nothing”
Jean De La Fontaine
**Emotional Self-Awareness**

"...the ability to recognize your feelings, differentiate between them, know why you are feeling these feelings, and recognize the impact your feelings have on others around you."

Source: Stein and Book, *The EQ Edge*
Mandala from: https://www.facebook.com/mandala

**Being able to accurately name your emotions increases your Emotional Self-Awareness**

**Balancing Emotional Self-Awareness**

**LOW**
- Difficulty recognizing emotions
- Businesslike
- Avoids emotional ownership
- Externalizes

**HIGH**
- In touch with own feelings
- Differentiates between emotions
- Reads people well
- Self-aware

Sources: *The EQ Edge* and MHS Systems

**Emotional Self-Awareness:**
1. Assess your skill level
2. Implement skill building strategies

**The EQ-I 2.0 Model**

"Feeling gratitude and not expressing it is like wrapping a present and not giving it."
William Arthur

**The Self-Expression Composite**
Emotional Expression

"...involves openly expressing one's feelings both verbally and non-verbally."

Source: Stein and Book, The EQ Edge
Mandala from: https://www.facebook.com/dorota.mandala

Balancing Emotional Expression

LOW
• A closed book
• Prefer to keep emotions to self
• An enigma

HIGH
• Express self easily
• An open book

Sources: The EQ Edge and MHS Systems

Emotional Expression:
1. Assess your skill level
2. Implement skill building strategies

1 Minute Handout Page 3

Use Your Emotional Awareness Lens...
1. Name a situation you would like to re-do
2. Name the emotions involved
3. Re-frame your response

Handout Page 4

The Interpersonal Composite

"The most basic of all human needs is the need to understand and be understood."
Ralph Nichols

The EQ-I 2.0 Model
Active Empathy

“Understanding how and why others feel the way they do and conveying it effectively.”

Source: Pearman, People Skills Handbook

Balancing Empathy

LOW
- Can’t understand others’ feelings
- Logical and factual
- Surprised by others’ reactions
- Misreads social cues

HIGH
-Sensitive to others’ feelings
- Steps into others’ shoes
- Anticipates reactions
-Tuned into social cues

Sources: The EQ Edge and MHS Systems

Active Empathy:
1. Assess your skill level
2. Implement skill building strategies

The Case of Carla

Source: Pearman, White Paper: Why Should You Care About Emotional Intelligence and Emotional Competencies?

NEXT STEPS TO BUILDING YOUR LEADERSHIP EQ

✓ Your To Do List!
✓ Become a meta-observer of yourself
✓ Solicit and don’t ignore feedback
✓ Read and learn about EQ in general
✓ Engage in formal development planning
✓ Take the EQ-i2.0 for individual feedback
The EQ-I 2.0 Model

The Three R’s of EQ
1. Recognize your own impulses or moods
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3. Respond most appropriately

General Resources
- Books by Daniel Goleman
  [http://www.danielgoleman.info/purchase/](http://www.danielgoleman.info/purchase/)
- Travis Bradberry, Emotional Intelligence 2.0
- Judith Glaser, Conversational Intelligence
- Google articles on EQ at [www.HBR.com](http://www.HBR.com)

Development Resources and Guides
- Stein and Book, The EQ Edge
- Shirkani, Ego vs. EQ

“Between stimulus and response, there is a space. In that space lies our freedom and power to choose our response. In our response lies our growth and freedom.” Victor Frankl

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THANK YOU!

Cynthia Stengel Paris, Founder & CEO
cindy@thepeopleskills.com | 215-680-2158
121 Remington Rd | Pipersville, PA 19460

the people skills group
people - potential - possibilities
ThePeopleSkillsGroup.com