



# Harnessing Emotional Intelligence for Better Leadership

Presented by

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## Where We're Going

Review EI Domains and Competencies

The Difference EI Makes in Leadership

Developing Core EI Competencies

Resources

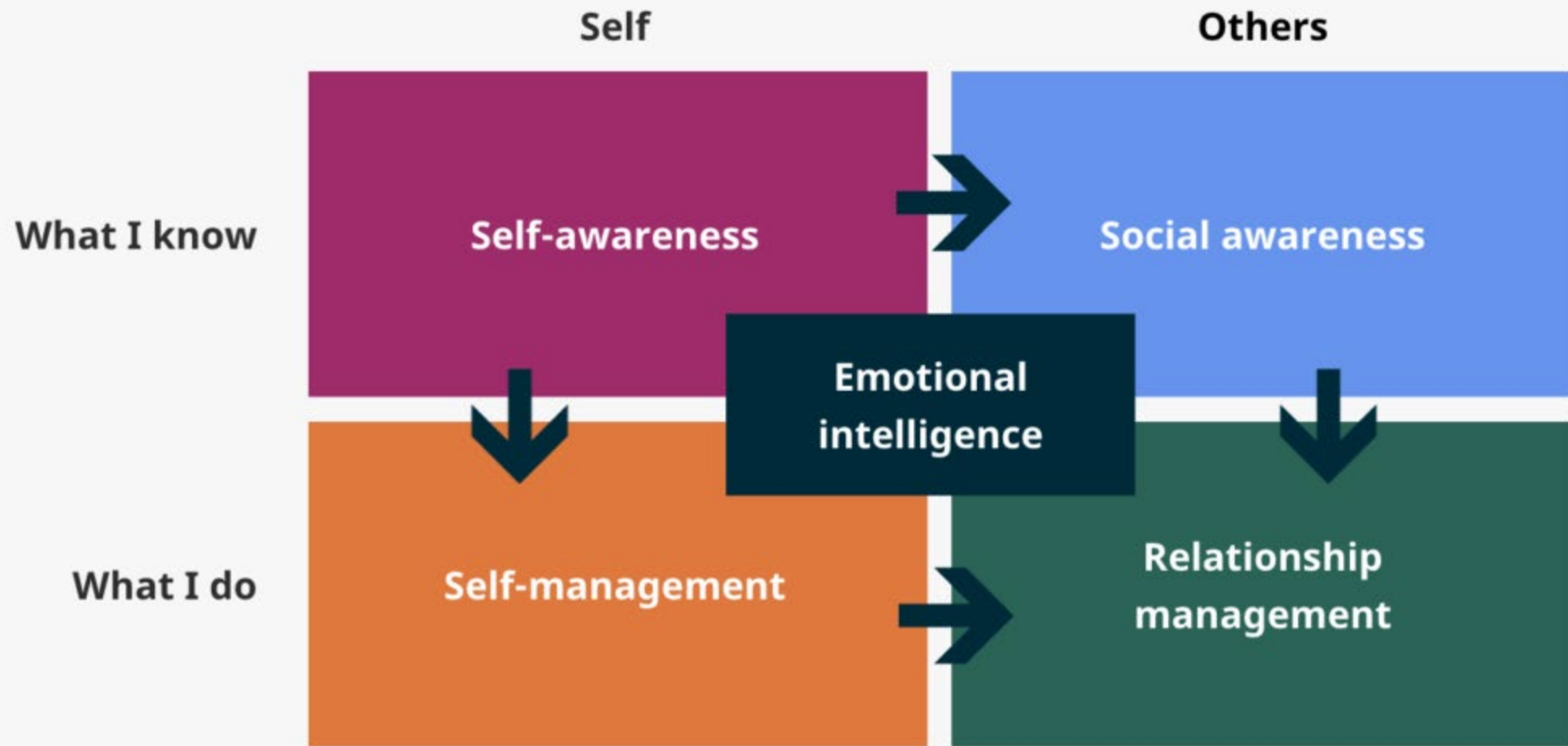


Chart illustrating Goleman's four quadrants of EI.



# Emotional Intelligence Domains and Competencies

Self-awareness	Self-management	Social awareness	Relationship management
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

# The Difference EI Makes in Leadership

- ◆ Leaders with high EI are seen as stand outs.
- ◆ Leader emotional intelligence accounts for almost 25% of the variability in employee performance.
- ◆ The impact of emotional intelligence is over twice as high as IQ.
- ◆ EI leaders reduce burnout among their employees.



## Self-awareness

- ◇ Self-confidence
- ◇ Awareness of your emotional state
- ◇ Recognizing how your behavior impacts others
- ◇ Paying attention to how others impact your emotional state



## Self-awareness

You know what you are feeling and why  
– and how it helps or hurts what you are  
trying to do.



# Self-Awareness Helpers

Mindfulness – strengthen your focus.

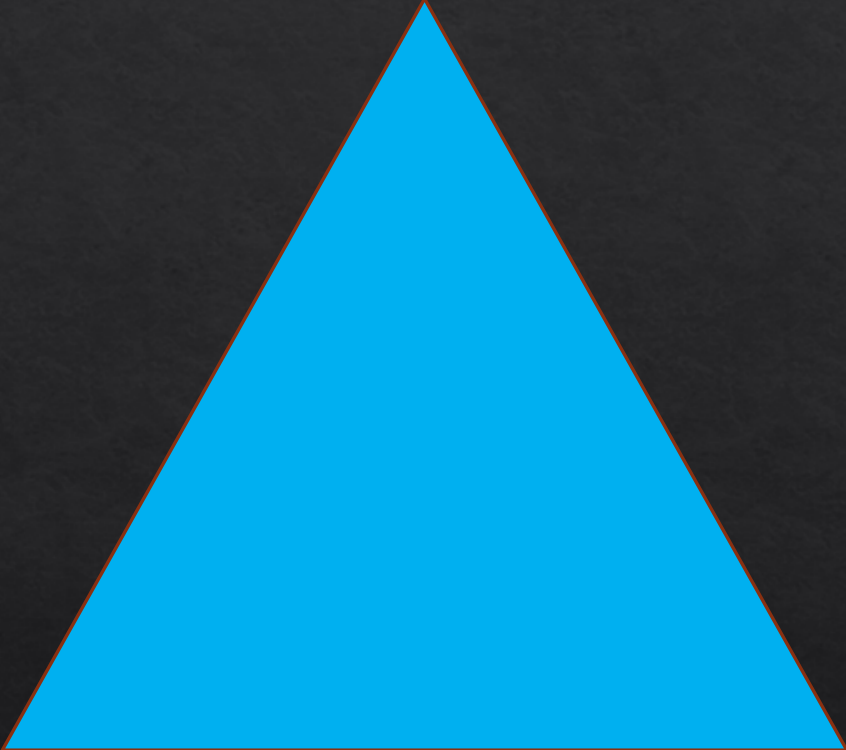


# Cognitive Control

- ◇ Processes that allow information processing and behavior to vary adaptively from moment to moment.
- ◇ Not fully developed until the third decade of life!



Inner Focus



Outer Focus

Other Focus





Inner

Without inner focus you are rudderless



Other

Without other focus you are clueless



Outer

Without outer focus you can be blindsided



# Focus Activity

- ◆ Focus on your breathing
- ◆ If your mind starts to wander – notice that it is
- ◆ Bring your thoughts back
- ◆ Focus on your breathing



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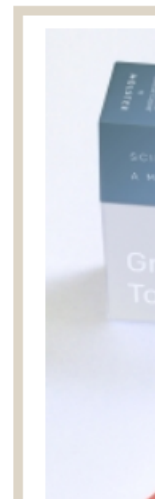
## MIND & BODY | Articles & More

# How to Focus a Wandering Mind

New research reveals what happens in a wandering mind—and sheds light on the cognitive and emotional benefits of increased focus.

BY **WENDY HASENKAMP** | JULY 17, 2013

We've all been there. You're slouched in a meeting or a classroom, supposedly paying attention, but your mind has long since wandered off, churning out lists of all the things you need to do—or that you could be doing if only you weren't stuck here...



# Self-Awareness Helpers

**Mindfulness**

**Inner check-in**

**Check your self-talk**







## Self-management

- ◆ Keeping disruptive emotions and impulses in check
- ◆ Acting in congruence with your values
- ◆ Handling change flexibly
- ◆ Pursuing goals and opportunities despite obstacles and setbacks



# Self-management

Increase the gap between that first impulse and the subsequent reaction.



# Self-management Depends on Cognitive Control

- ◆ Achievement orientation “Grit” – focus on the goal, persistence despite setbacks, seek feedback
- ◆ Positive outlook “Growth Mindset” – focus on seizing opportunities - I can’t do that *yet*
- ◆ Adaptability – focus on the goal but easily adjust how you get there







## Self-management Helpers

- ◆ Use the “pause” - disrupt your thoughts for 90 seconds.

5 - 4 - 3 - 2 - 1

---

5 things you can see

---

4 things you can touch

---

3 things you are hearing

---

2 things you smell

---

1 thing you can taste





## Self-management Helpers

- ◆ Use the “pause” - disrupt your thoughts for 90 seconds.
  - ◆ 5-4-3-2-1
  - ◆ Where’s your tongue?





# Social Awareness

◆ Empathy

◆ Organizational awareness



# Social Awareness

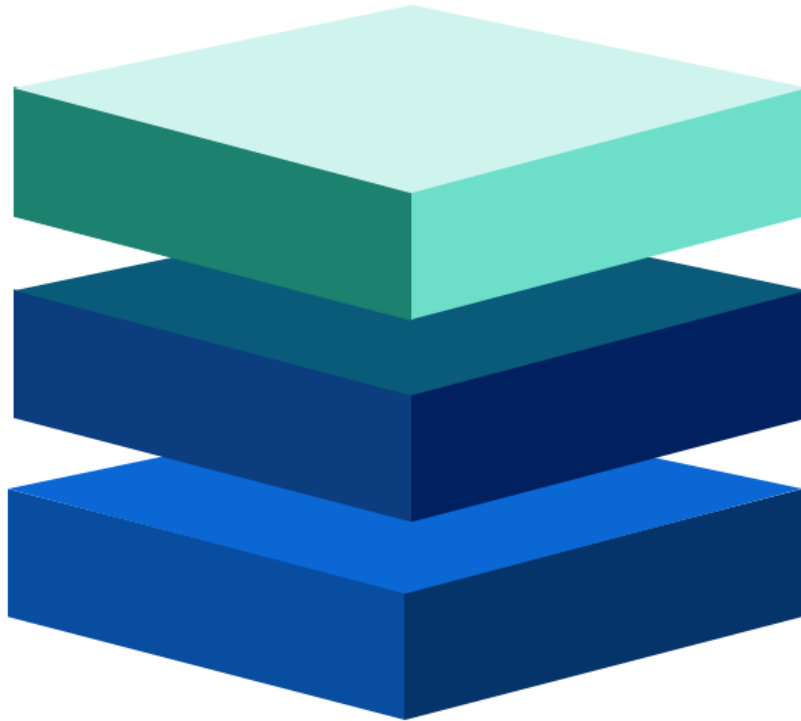
The self-awareness and self-management parts of EI are a form of caring for ourselves. The social awareness – particularly empathic concern – is a means to spread that compassion to people we encounter.

Daniel Goleman





## 3 Layers of Empathy



### **COGNITIVE**

Logical: it's all about knowing how the other person feels and what they might be thinking.



### **EMOTIONAL**

Feeling: you feel their emotions and experience almost as if it was contagious and that of your own.



### **COMPASSIONATE**

Understanding: understand a person's predicament and feel with them, but are spontaneously open to help, if and when needed. It combines a nice balance of both cognitive and emotional empathy.



## Connection Phrases

Thank you for trusting me with this, it means a lot.

You know yourself best, what do you think would be most helpful right now?

I don't even know what to say right now, I'm just glad you told me.

*Rarely can a response make something better, rather what makes something better is a connection.*

*Brene Brown*





## Greater Good Magazine

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# Social Awareness Helpers

Display empathetic behaviors.

- ◆ **Notice** people
- ◆ **Listen**, really listen
- ◆ **Relate** – summarize content, identify the emotion

Put yourself in others' shoes.

Use empathetic inquiry.





# Social Awareness Helpers

Empathetic inquiry:

- ◇ What's that like for you – tell me more.
- ◇ What was going on for you when that happened?
- ◇ What's your perspective on that?



# Relationship Management

Influence

Conflict Management

Teamwork

Inspirational Leadership

Coaching and Mentoring



# Relationship Management

Effectiveness in relationships depends on our empathy..... and lets us connect for optimal impact.

Daniel Goleman







# Relationship Management

## *What Would You Say Activity*

Review the scenario.

With those at your table, craft a response that reflects emotional intelligence.

Be prepared to share.

# In Summary.....



Emotional intelligence is critical to leadership success.

Self-awareness and self-management are the cornerstones of emotional intelligence.

Know thyself – understand your emotional intelligence competence and where development is needed.

Cognitive control supports the development of emotional intelligence competencies.



## Putting EI into Action and on Your Calendar



Access your calendar.

Select an available 30-minute time slot next week.

Identify how you will spend that 30 minutes developing some aspect of emotional intelligence.

## What You Can Do in 30 Minutes...



Visit [eiconsortium.org](http://eiconsortium.org) and read an article.

Visit [positivepsychology.com/emotional-intelligence-exercises](http://positivepsychology.com/emotional-intelligence-exercises) and complete an exercise.

Contact your Training and Development department to see if they offer 360-degree assessments using EI competencies.





# Resources

## WEBSITES

[Emotional Intelligence Consortium](#)

[Greater Good Science Center, UCB](#)

[Positive Psychology](#)

## BOOKS


[Daniel Goleman](#)

## 360-DEGREE FEEDBACK INSTRUMENTS

[Envisia Learning](#)

[Korn Ferry](#)



A photograph of a lion and a lioness in a rocky enclosure. The lion is on the right, standing and yawning with its mouth wide open, showing its teeth and tongue. The lioness is on the left, sitting and looking towards the lion. The background consists of large, grey, textured rocks. The text "It's Been a Pleasure!" is overlaid in the center in a bold, black, serif font.

**It's Been a Pleasure!**