



Emotional Intelligence and Leadership



OURA Conference
Monday, February 23, 2009



Marshmallow Test





Agenda

- ❖ Introduction
 - ❖ Getting a handle on EI
 - ❖ Self assessment of your Emotional intelligence
 - ❖ EI and leadership
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Emotional Intelligence ...

- ❖ Is factors that are related to success in life
 - ❖ Helps us understand why some people do well in life while others fail
 - ❖ Is distinct from IQ (cognitive intelligence)
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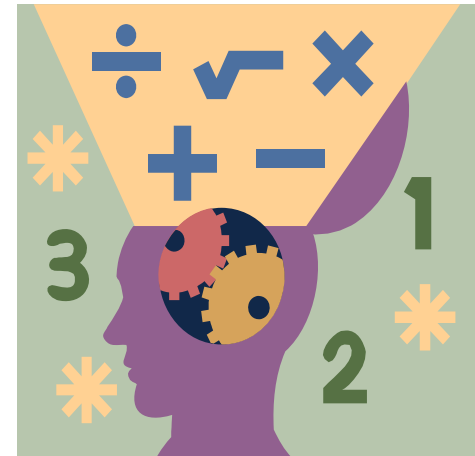
EI defined

- ❖ EI is an array of non-cognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures.
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What EI is not

- ❖ Cognitive Intelligence (IQ)
- ❖ Aptitude
- ❖ Achievement
- ❖ Vocational Interest
- ❖ Personality
- ❖ Static — Results can change over time





What Emotional Quotient Is

- ❖ The BarOn Eq-i measures the emotional, personal and social aspects of intelligence (noncognitive intelligence)
 - ❖ Noncognitive intelligence is capable of predicting success in various areas of life
 - ❖ One's degree of common sense and street smarts are revealed
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EI Composite Scales

- ❖ Intrapersonal
 - ❖ Interpersonal
 - ❖ Adaptability
 - ❖ Stress Management
 - ❖ General Mood
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The first step to effective leadership is to
improve your

SELF AWARENESS



Leadership and EI Study

- ❖ Dr. Marian Ruderman
 - ❖ At Center for Creative Leadership in NC
 - ❖ Studied 302 leaders and senior managers successful and struggling
 - ❖ Measured their EI
 - ❖ Results: EI accounted for 25-28% of leadership performance
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Four Pillars Determining Leadership Performance

P1. Being self-centered and grounded

P2. Action taking

P3. Participative

P4. Tough minded

These all relate to aspects of EI.



I.

❖ Intrapersonal

-how well you know yourself





Self- Regard

- ❖ The ability to look at and understand oneself, respect and accept oneself, accepting one's perceived positive and negative aspects as well as one's limitations and possibilities.

“Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.” Sam Walton



Emotional Self-Awareness

- ❖ The ability to recognize and understand one's feelings and emotions, differentiate between them, and know what caused them and why.

Grounded leaders are straightforward and self-aware.



Assertiveness

- ❖ The ability to express feelings, beliefs, and thoughts and defend one's rights in a nondestructive way.

Action taking leaders, Pillar 2, do not give up easily once they have decided on a course of action.



Independence

- ❖ The ability to be self-reliant and self-directed in one's thinking and actions and to be free of emotional dependency; these people may ask for and consider the advice of others, but they rarely depend on others to make important decisions or do things for them.

Action taking leaders, P2, are decisive. They may take in others' opinions but they make the best decisions they can with all available information.



Self Actualization

- ❖ The ability to realize one's potential capacities and to strive to do that which one wants to do and enjoys doing.

“Good management consists in showing average people how to do the work of superior people.”

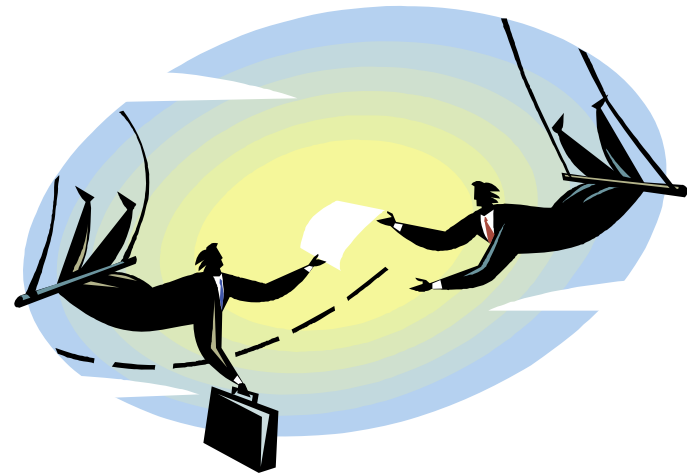
John D. Rockefeller



II.

Interpersonal

- how well you get on with others





Empathy

❖ The ability to be attentive to, to understand, and to appreciate the feelings of others...it is being able to “emotionally read” other people.

“Management is nothing more than motivating other people.” **Lee Iacocca**

Participative leaders, Pillar 3, have good listening and communication skills, they put people at ease and give people credit for their contributions and make them feel important.



Social Responsibility

- ❖ The ability to demonstrate oneself as a cooperative, contributing, and constructive member of one's social group.

Leaders who care about their community and people less fortunate, are more participatory in their style as in P3.



Interpersonal Relationships

- ❖ The ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection.

P3, Participative Leaders, focus on winning the hearts and minds of their people.



III.

Adaptability

- how you adapt to change





Reality Testing

- ❖ The ability to assess the correspondence between what is experienced (the subjective) and what in reality exists (the objective).

Tough minded leaders know their strengths and weaknesses.



Flexibility

- ❖ The ability to adjust one's emotions, thoughts, and behavior to changing situations and conditions.

Leaders evaluate the effectiveness of their decisions and make adjustments as needed.



Problem Solving

❖ The ability to identify and define problems as well as to generate and implement potentially effective solutions.

P2 of leadership includes the ability to make good decisions. Leaders take into account the view of others but ultimately make the best decision.



IV.

Stress Management

- How well you deal with stress and adversity





Stress Tolerance

- ❖ The ability to withstand adverse events and stressful situations without falling apart by actively and confidently coping with stress.

Leaders are composed under pressure. They do not flare up even under difficult circumstances.



“Regardless of how brainy we may be, if we turn others off with abrasive behavior, are unaware of how we are presenting ourselves or cave in under minimal stress, no one will stick around long enough to notice our high IQ’s.”



Impulse Control

- ❖ The ability to resist or delay an impulse, drive, or temptation to act.

First pillar of leadership is to be centered and grounded; to be in control of yourself. Stable in mood and do not fly off the handle. Tough minded leaders (P4) have high impulse control. (Rudy G. during 9/11)



General Mood

- how you feel about your life





Optimism

- ❖ The ability to look at the brighter side of life and to maintain a positive attitude, even in the face of adversity.

“Leaders need to be optimists. Their vision is beyond present.” Rudy Giuliani



Happiness

- ❖ The ability to feel satisfied with one's life, to enjoy oneself and being with others, and to have fun.

Leaders are balanced between work life and personal life. If you can manage your own life you can probably manage the workplace as well.



Leadership EI Skills

- ❖ Empathy
 - ❖ Self actualization
 - ❖ Assertiveness
 - ❖ Independence
 - ❖ Interpersonal relationships
 - ❖ Social responsibility
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“Somebody has to do something, and it’s just incredibly pathetic that it has to be us.”

Jerry Garcia of The Grateful Dead

