

Leading with Emotional Intelligence

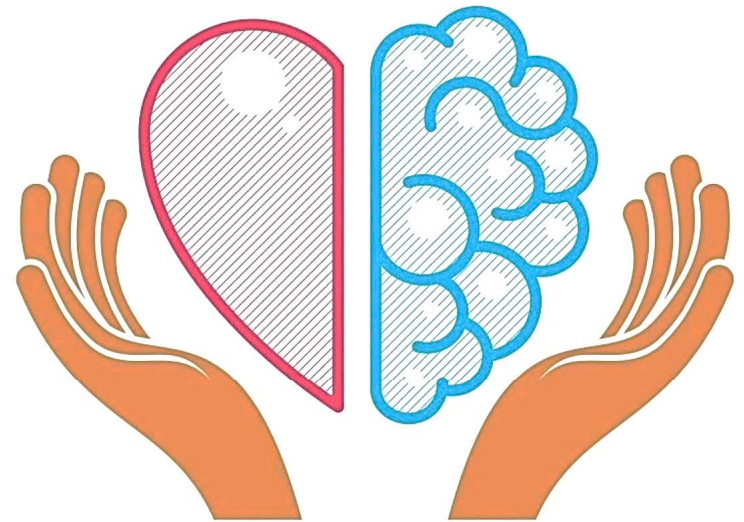


“We are wired for Empathy”

What is Emotional Intelligence?

Emotional Intelligence is the ability to recognise your emotions, understand what they're telling you, and realise how your emotions affect the people around you.

It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.





Emotional Intelligence

Perceiving Emotion:

The bedrock of emotional intelligence is the ability to receive and express emotions in the face or voice of yourself and others.



Using Emotions to help you think:

Emotions help you to pay attention to what matters most. They're a shortcut for prioritization—when something connects with you emotionally. It immediately draws your attention.



Understanding Emotions:

You have to be able to interpret emotions to find the meaning behind them. If your boss is angry, it's a matter of emotional intelligence to read the real reason for it.



Managing Emotions:

This is where you learn to work with emotions if you're uncomfortable in a situation, you learn to withdraw. If a friend is angry you know how to calm him.

Emotional intelligence, or **EQ**, is the ability to identify and manage your own and others' emotions.

DEFINING EQ



AWARENESS - The degree to which a person seems in touch with his or her own emotions



DETECTION - The degree to which a person seems aware of others' emotions and thoughts



REGULATION - The degree to which a person seems able to maintain positive emotional states



INFLUENCE - The degree to which a person seems able to intentionally affect others' moods, thoughts, and behaviors



EXPRESSION - The degree to which a person seems able to effectively communicate desired emotional states to others



EMPATHY - The degree to which a person seems able to feel what others are feeling

Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

Emotional Intelligence Competencies

Emotional intelligence is typically broken down into four core competencies:

1. Self-awareness
2. Self-management
3. Social awareness
4. Relationship management

In order to improve your emotional intelligence, it's important to understand what each element entails.

EMOTIONAL & SOCIAL INTELLIGENCE LEADERSHIP COMPETENCIES

**SELF
AWARENESS**

**SELF
MANAGEMENT**

**SOCIAL
AWARENESS**

**RELATIONSHIP
MANAGEMENT**

**EMOTIONAL
SELF
AWARENESS**

**EMOTIONAL
SELF
CONTROL**

ADAPTABILITY

EMPATHY

INFLUENCE

**COACH
and
MENTOR**

**ACHIEVEMENT
ORIENTATION**

**POSITIVE
OUTLOOK**

**ORGANI-
ZATIONAL
AWARENESS**

**CONFLICT
MANAGEMENT**

TEAMWORK

**INSPIRATIONAL
LEADERSHIP**

1. Self-awareness

Self-awareness is at the core of everything. It describes your ability to not only understand your strengths and weaknesses, but to recognize your emotions and the effect they have on you and your team's performance.

In order to bring out the best in others, you first need to bring out the best in yourself, which is where self-awareness comes into play. One easy way to assess your self-awareness is by completing 360-degree feedback, in which you evaluate your performance and then match it up against the opinions of your boss, peers, and direct reports. Through this process, you'll gain insights into your own behavior and discover how you're perceived in the organization.

2. Self-Management

Self-management refers to the ability to manage your emotions, particularly in stressful situations, and maintain a positive outlook despite setbacks. Leaders who lack self-management tend to react and have a harder time keeping their impulses in check.

A reaction tends to be automatic. The more in tune you are with your emotional intelligence, however, the easier you can make the transition from reaction to response. It's important to remember to pause, breathe, collect yourself, and do whatever it takes to manage your emotions—whether that means taking a walk or calling a friend—so that you can more appropriately & intentionally respond to stress & adversity.

3. Social awareness

While it's important to understand and manage your own emotions, you also need to know how to read a room. Social awareness describes your ability to recognize others' emotions and the dynamics in play within your organization.

Leaders who excel in social awareness practice empathy. They strive to understand their colleagues' feelings and perspectives, which enables them to communicate and collaborate more effectively with their peers.

Global leadership development firm DDI ranks Empathy as the number one leadership skill, reporting that leaders who master empathy perform more than 40 percent higher in coaching, engaging others, and decision-making.

By communicating with empathy, you can better support your team, all while improving your individual performance.

4. Relationship Management

Relationship management refers to your ability to influence, coach, and mentor others, and resolve conflict effectively.

Some prefer to avoid conflict, but it's important to properly address issues as they arise. Research shows that every unaddressed conflict can waste about eight hours of company time in gossip and other unproductive activities, putting a drain on resources and morale.

If you want to keep your team happy, you need to have those tough conversations: In a recent survey by the Society for Human Resource Management, 72 percent of employees ranked “respectful treatment of all employees at all levels” as the top factor in job satisfaction.

Emotional Intelligence Competencies

	Personal Competence	Relational Competence
Knowledge	Self Awareness <ol style="list-style-type: none">1. Knowledge of self2. Accurate self-assessment3. Self-confidence	Awareness of Others <ol style="list-style-type: none">1. Empathy2. Service orientation3. Organizational acumen4. Appreciating diversity
Management	Self Control <ol style="list-style-type: none">1. Emotional self-control2. Integrity3. Achievement drive4. Adaptability5. Initiative and innovation6. Learning orientation	Building Relationships <ol style="list-style-type: none">1. Communication2. Developing others3. Facilitating team performance4. Managing Conflict5. Building influence6. Catalyzing change7. Inspirational leadership

Why Emotional Intelligence matters

Leaders set the tone of their organization. If they lack emotional intelligence, it could have more far-reaching consequences, resulting in lower employee engagement and a higher turnover rate.

While you might excel at your job technically, if you can't effectively communicate with your team or collaborate with others, those technical skills will get overlooked. By mastering emotional intelligence, you can continue to advance your career and organization.

With greater emotional intelligence comes greater ability to effectively manage, lead, inspire, motivate, and influence others.

EMOTIONAL INTELLIGENCE IS AN IMPORTANT FACTOR FOR HIRING AND MANAGING EMPLOYEES



71%

of employers say they
value EI over IQ in their
employees



59%

of employers would not
hire someone with a high
IQ but low EI

Emotional Intelligence in Leadership Effectiveness

There are five “essential elements” of emotional intelligence that contribute to a leader’s effectiveness:

1. Development of collective goals and objectives
2. Instilling in others an appreciation of the importance of work activities
3. Generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust
4. Encouraging flexibility in decision-making and change
5. Establishing and maintaining a meaningful identity for an organization

In other words, a leader who is able to develop goals that people are excited about, get others excited about their work, generate confidence and positivity in the workplace, implement flexibility and a “go with the flow” attitude, and share a meaningful organizational identity with the organization members is likely to be a very successful leader.

Emotional Intelligence Leadership Styles

1. **Coercive/Commanding:** Demands immediate compliance and obedience, as evidenced by such phrases as “Do what I tell you.”
2. **Authoritative/Visionary:** Mobilizes people toward a vision as suggested by such phrases as “Come with me.”
3. **Affiliative:** Creates harmony & builds emotional bonds as suggested by “People come first.”
4. **Democratic:** Forges consensus through participation, “What do you think?”
5. **Coaching:** Develops people and strengths for the future, “Try this.”
6. **Pace-setting:** Sets high standards for performance, “Do as I do, now!.”

Emotional Intelligence Skills

Self-actualization:	operates with a connection to a greater plan & sets inspiring goals.
Reality testing:	grounded, fair, and unbiased.
Self-regard:	confident & aware of personal strengths & limitations.
Emotional self-awareness:	mindful of their emotional impact on the performance of others.
Social responsibility:	team player who models and supports company culture, norms, and rules.
Independence:	decisive, accountable, makes decisions aligned for the good of the overall organization

How to Improve Organizational EQ

- Develop own EQ ➤
- Seek support when needed ➤
- Be open and cooperative ➤

- Integrate EQ in training programs ➤
- Include EQ evaluation in recruitment process ➤
- Make EQ a factor for rewards ➤



- Encourage expression of feelings
- Foster positive emotional climate
- Open door policy
- Develop own EQ

EXAMPLE OF EMOTIONAL INTELLIGENCE IN THE WORKPLACE

- 1. An upset employee finds a compassionate ear**
- 2. People listen to each other in meetings**
- 3. People express themselves openly**
- 4. Most change initiatives work**
- 5. Flexibility**
- 6. People have the freedom to be creative**
- 7. People meet out of work time**

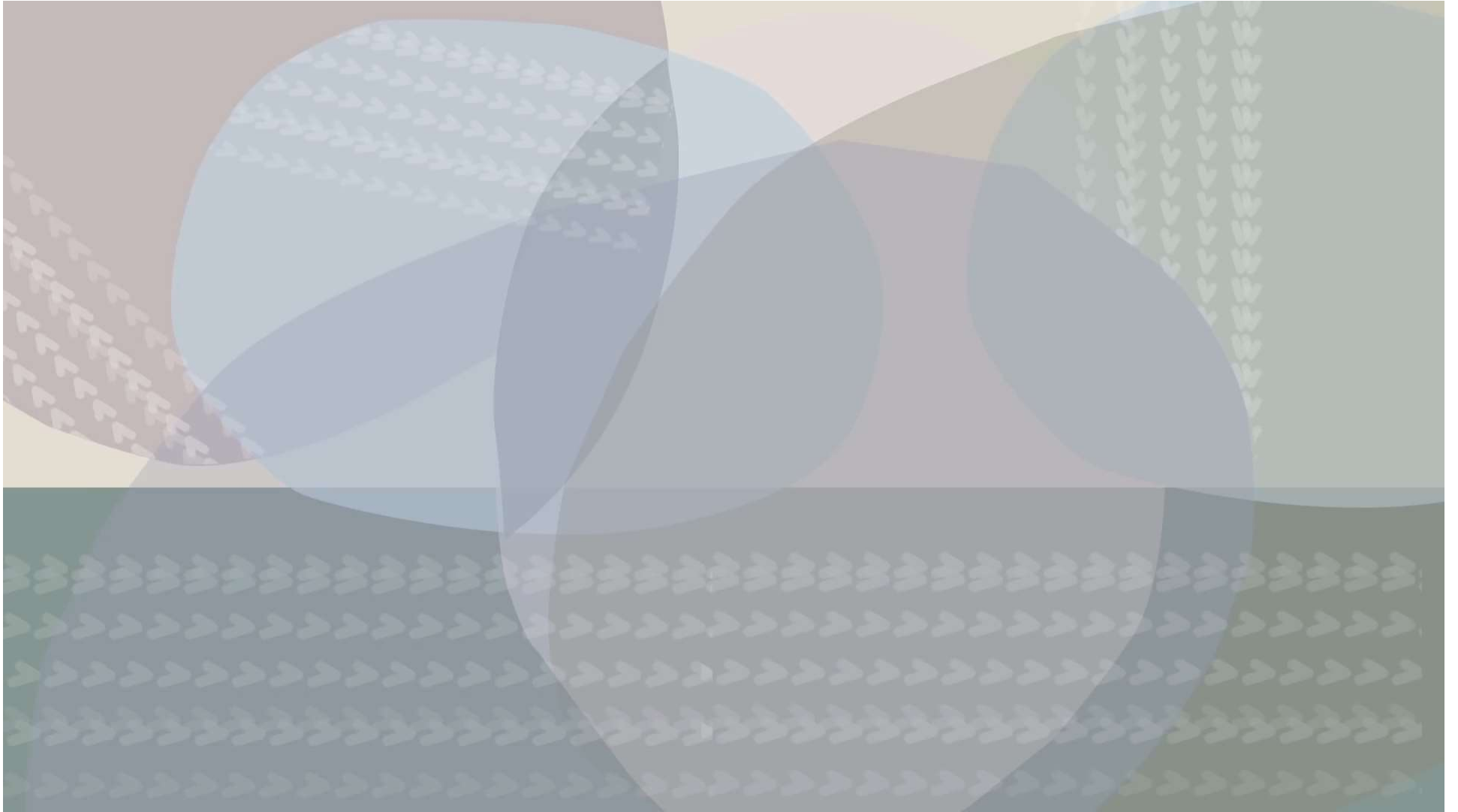


How EI plays roles in the office

Emotional intelligence skills are a trait that must be used effectively to get the outcome. It-

- Diffuses emotional situations,
- Finds win-win solution
- Builds a successful team
- Makes positive outcome
- Improves mental stance
- Overcomes Personality clash
- Handles toxic employees
- Increases relationship
- Turns themselves diplomatic
- Helps to resolve sensitivity, etc.

<https://youtu.be/LgUCyWhJf6s>



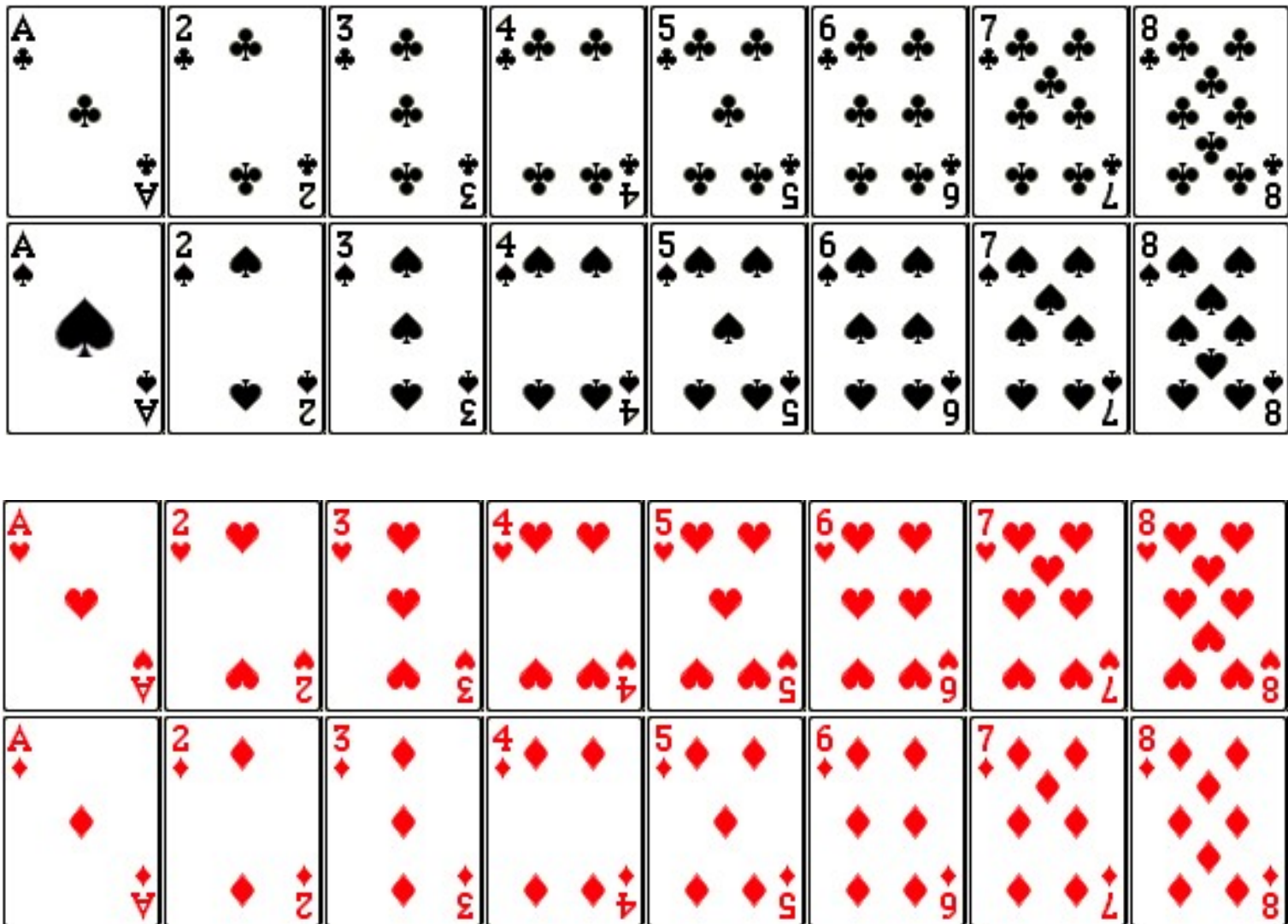
Team Building Activity – 1 (CA)



CA - Create Alignment

No. of Teams: 4 (8 players)

Activity Duration: 3 minutes/team



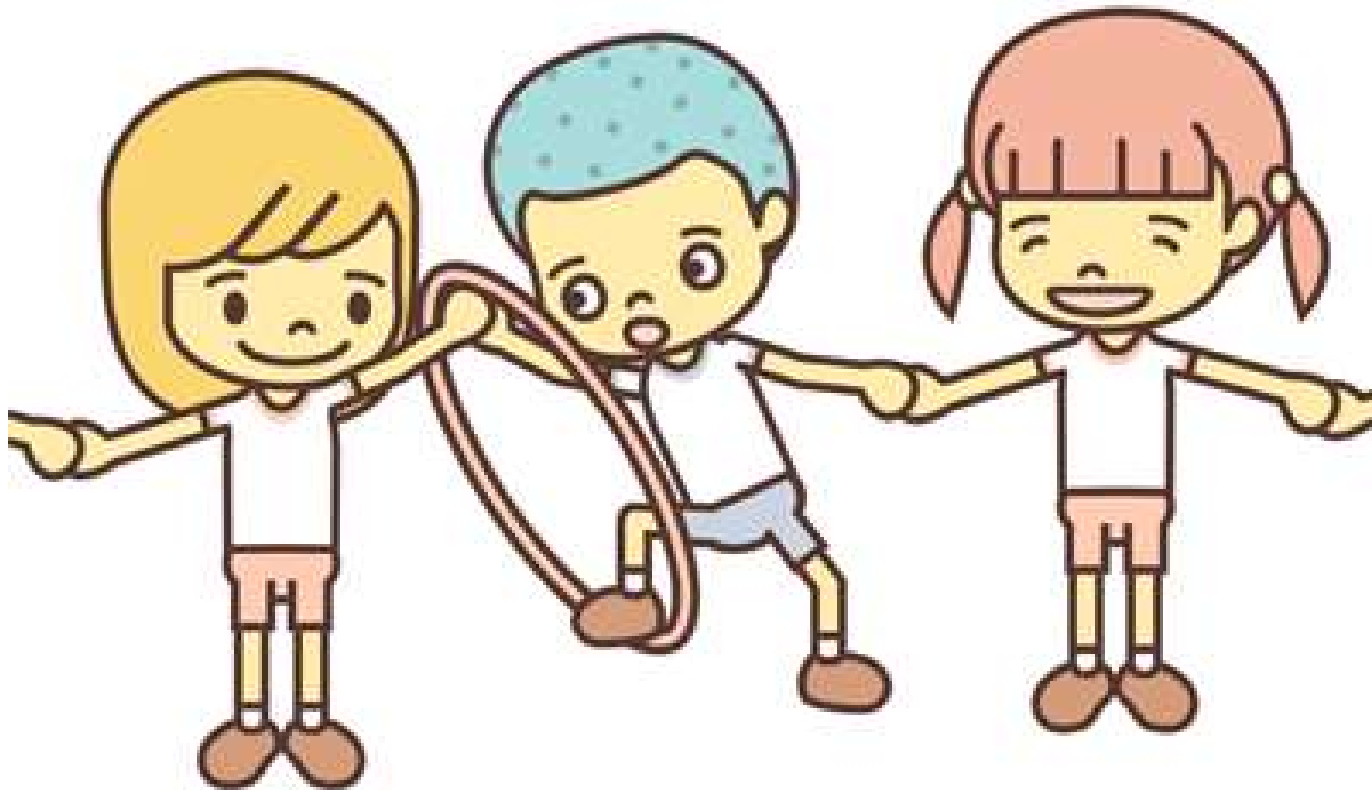
Team Building Activity – 2 (CV)



CV - Communicate Vision

No. of Teams: 4 (8 members)

Activity Duration: 2 minutes/team



One point for each Team member transferring the Hoop successfully through him or her.

Team Building Activity – 3 (CC)



CC - Create Change

No. of Teams: 4 (8 members)

Activity Duration: 2 minutes/team



Team Building Activity – 4 (CD)



CD - Choose Diversity

No. of Teams: 4 (8 members)

Activity Duration: 3 minutes/team



Team Building Activity – 5 (CD)



CD - Create Design

No. of Teams: 4

Activity Duration: 15 minutes



