



# EMOTIONAL INTELLIGENCE FOR MANAGERS

JENNIFER K. STINE, PH.D.

# COURSE OVERVIEW

- Emotional Intelligence and Management
  - What is Emotional Intelligence + Reflection + Quiz
  - The Four EI Competencies + Reflection + Quiz
- EI and Leadership
  - What an emotionally intelligent leader does + Quiz
  - Introduction to six leadership styles + Quiz
- Practice with the six leadership styles + Reflection



# PART 1: EMOTIONAL INTELLIGENCE AND MANAGEMENT

QUALITIES OF YOUR BEST MANAGER OR MENTOR

EMOTIONAL INTELLIGENCE AND LEADERSHIP

THE FOUR EI COMPETENCIES

# QUALITIES OF YOUR BEST MANAGER OR MENTOR

(1) WRITE DOWN **FIVE TO SEVEN**  
CHARACTERISTICS

(2) NEXT TO EACH WRITE “**IQ** (SMARTS), **TK**  
(TECHNICAL KNOWLEDGE) OR **SS** (SOFT SKILLS)



COURSE SUPPORT: I WOULD LIKE A THREE QUESTION POLL HERE:

HOW MANY IQ (SMARTS) SKILLS DID YOU IDENTIFY: 0, 1-2, 3 OR MORE

HOW MANY TK (TECHNICAL KNOWLEDGE) SKILLS DID YOU IDENTIFY: 0, 1-2,  
3 OR MORE




HOW MANY SS (SOFT SKILLS) DID YOU IDENTIFY: 0, 1-2, 3 OR MORE

# WHAT IS EMOTIONAL INTELLIGENCE?

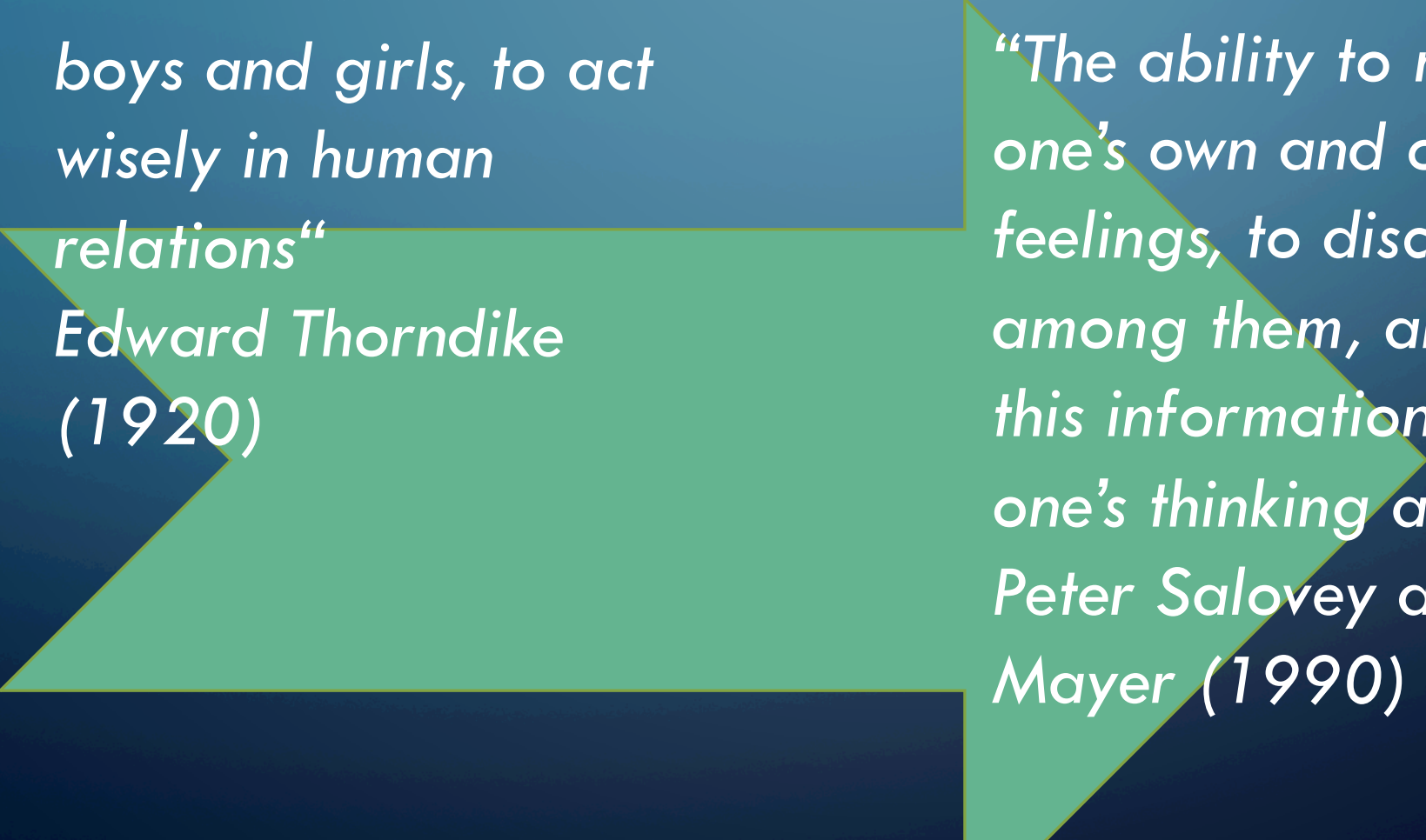

- To recognize your own emotions, and those of others
- To regulate your emotions across social situations so as to manage your behavior and relationships






*“The ability to understand and manage men and women and boys and girls, to act wisely in human relations”*

*Edward Thorndike  
(1920)*



*“The ability to monitor one’s own and others’ feelings, to discriminate among them, and to use this information to guide one’s thinking and action.”*  
*Peter Salovey and John D. Mayer (1990)*



## LET'S TRY...

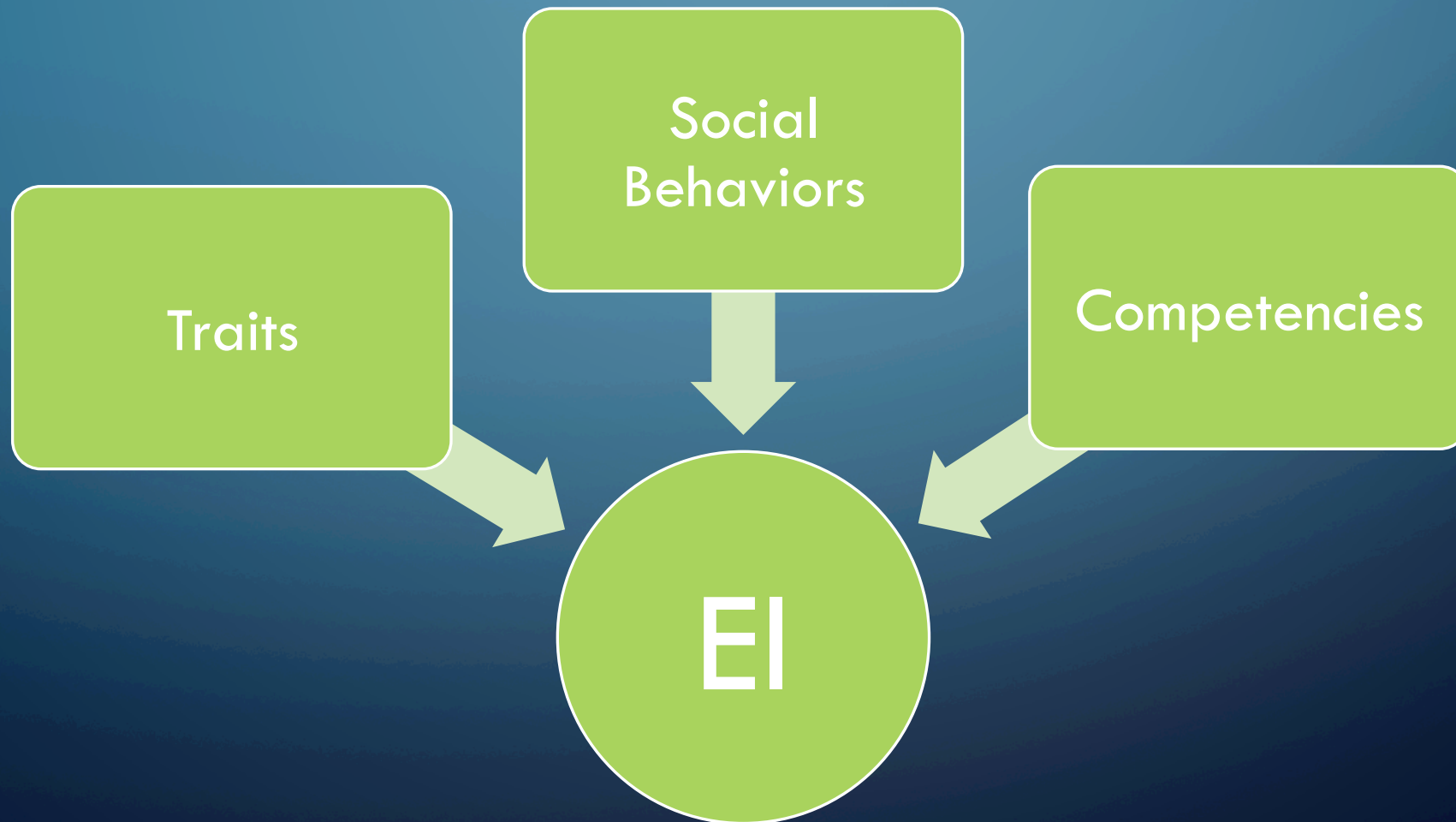
Rae is a middle-of-the-pack performer on your team. Recently, Rae has missed several team meetings due to “appointments” outside of work, and you are annoyed. Rae has just sent the following email:

“Hi again, sorry for the late notice but I can’t be at our meeting this afternoon. Will upload my code this evening.”

What could be going on with Rae? Chat in “I think...”  
What might you ask Rae? Chat in “I would ask...”



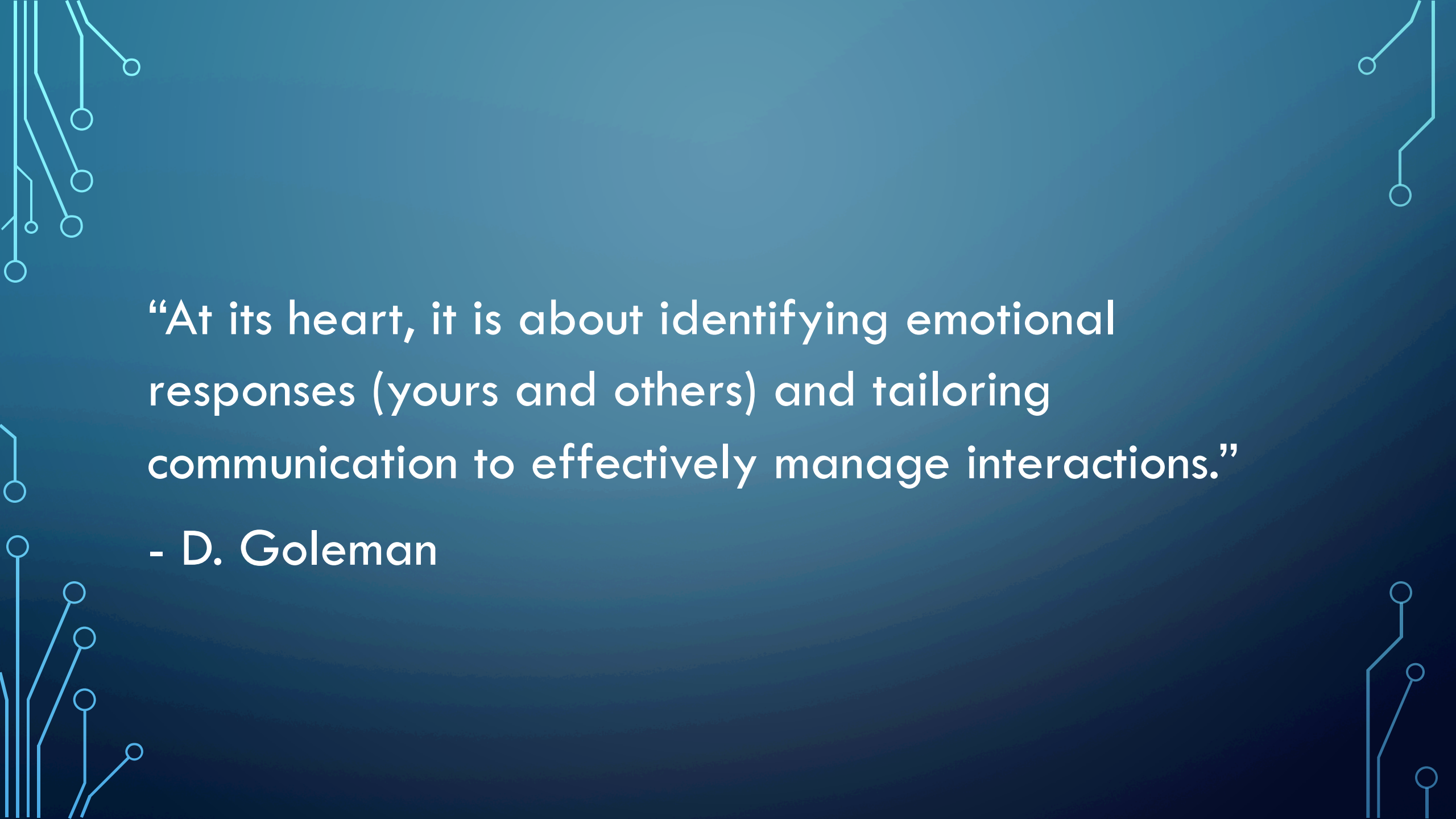
*“IQ contributes about 20 percent to the factors that determines life success, which leaves 80 percent to other sources.” - Daniel Goleman*



# EI APPLICATIONS

- ✓ Delivering performance feedback
- ✓ Managing difficult customers
- ✓ Motivating your team
- ✓ Resolving team conflict situations

Other.... [please chat in]?

The background is a dark blue gradient. In the corners, there are decorative white line art elements resembling circuit boards or neural networks, with lines and small circles.

“At its heart, it is about identifying emotional responses (yours and others) and tailoring communication to effectively manage interactions.”

- D. Goleman

# QUICK QUIZ

1. Which is NOT part of the definition of emotional intelligence

- a) To recognize your own emotions, and those of others
- b) To regulate your emotions across social situations
- c) To manage your behavior and relationships
- d) On-time delivery of projects



**Answer: (d), although EI can help you indirectly through improved relationships**



## QUICK QUIZ

2. True or False: You can develop your emotional intelligence.

**Answer: True! Training, accepting feedback from others, practice and reflection are all ways to develop your emotional intelligence.**





# THE FOUR EI COMPETENCIES

SELF-AWARENESS

SELF MANAGEMENT

INWARD FOCUS

SOCIAL AWARENESS

RELATIONSHIP MANAGEMENT

INTERPERSONAL AWARENESS





# INWARD FOCUS

SELF-AWARENESS

SELF MANAGEMENT

# #1 SELF-AWARENESS

KNOWING WHO YOU ARE, AND HOW YOU ARE PERCEIVED BY OTHERS

- Accurately perceiving your own emotions
- Knowing your tendencies in different situations
- Recognizing how your feelings affect you, affect others, and affect your job performance
- Assessing yourself realistically
- Knowing what you do well, what motivates and satisfies you, and what people and situations push your buttons

# SELF-AWARENESS STRATEGIES

- Quit treating feelings as good or bad
- Observe the ripple effect of your emotions
- Lean into discomfort
- Know who and what pushes your buttons
- Watch yourself like a hawk
- Stop and ask yourself 'why' you do the things you do
- Visit your values
- Know your strengths and weaknesses
- Seek feedback
- Get to know yourself under stress

Note a few  
you might  
develop/  
practice

## #2 SELF MANAGEMENT

STAYING IN CONTROL OF YOUR FEELINGS & DIRECTING YOUR BEHAVIOR POSITIVELY

- Put momentary needs on hold to pursue larger, more important goals
- Rather than reacting to a bad situation, take time to pick your words carefully
- Behave reasonably and thereby create environments of trust and fairness
- Reflect on situations; don't rush to judgement
- Say no to impulsive urges
- Demonstrate a drive to achieve, even in the face of failure
- Show organizational commitment



# SELF MANAGEMENT STRATEGIES

- Breathe
- Make your goals public
- Count to ten
- Sleep on it
- Smile & laugh more
- Visualize yourself succeeding
- Sleep

- Focus on freedoms rather than limitations
- Speak to someone NOT emotionally invested in your problem
- Learn a valuable lesson from everyone you encounter
- Accept that change is just around the corner

Note a few  
you might  
develop/  
practice

# DEVELOPING YOUR INWARD FOCUS

1. Think about typical situations where EI skills are important in your role (for example working with certain people? Making tough decisions?). How do you tend to feel and behave in this situation? Could you behave differently and get a better result?
2. Consider opportunities for improving the way you manage your:
  - Time
  - Energy
  - Health
  - Motivation



The background is a dark blue gradient. In the corners, there are white, stylized circuit-like lines with small circles at the ends, resembling a network or data flow diagram.

# INTERPERSONAL AWARENESS

SOCIAL AWARENESS

RELATIONSHIP MANAGEMENT

## #3 SOCIAL AWARENESS

UNDERSTANDING WHAT OTHER PEOPLE ARE THINKING AND FEELING

- Picking up on the feelings of others, even if you do not feel the same way
- Listening and observing (which means, not talking)
- Empathy
- Focus on others

# EMPATHY...A CONFUSING CONCEPT

## *Cognitive Empathy:*

- *Ability to understand another person's perspective (you "think" other's feelings rather than feeling them directly).*

## *Emotional Empathy:*

- *Feeling what someone feels (important for mentoring, managing clients, reading group dynamics)*

## *Empathetic Concern:*

- *Ability to sense what another person needs from you (what we look for in our doctor, spouse, and boss)*

# SOCIAL AWARENESS STRATEGIES

- Greet people by name
- Watch body language
- Develop a back-pocket question
- Pay attention to timing
- Plan ahead for social gatherings
- Live in the moment
- Practice the art of listening
- Go people watching
- Treat others as they want to be treated
- Test for accuracy
- Step into their shoes
- Get feedback

Note a few  
you might  
develop/  
practice



# #4 RELATIONSHIP MANAGEMENT

USING YOUR AWARENESS OF YOUR EMOTIONS AND EMOTIONS OF OTHERS TO MANAGE INTERACTIONS SUCCESSFULLY

- Builds on self-awareness, self management, and social awareness
- Includes clear communication and effective handling of conflict
- The bond you build with others over time
- How you understand people, how you treat them, and the history you share
- “Friendliness with a purpose”: finding common ground, building rapport
- Behaving in ways that put others at ease

# RELATIONSHIP MANAGEMENT STRATEGIES

- Be open and curious
- Enhance your natural communication style
- Avoid giving mixed signals
- Remember little things are big things
- Take feedback well
- Be reliable (build trust)
- Offer “this is hard” or “how do you feel”
- Have an ‘open door’ policy when you are stressed)
- Only get mad on purpose
- Acknowledge the other person’s feelings
- When you care, show it
- Explain your decisions, don’t just make them
- Tackle a tough conversation

Note a few  
you might  
develop/  
practice



# DEVELOPING YOUR INTERPERSONAL AWARENESS

1. Think about a challenging or emotionally charged situation with another person at work: How did that person experience you? How well are your intentions translated to him/her? How do you know this?
2. Pick one person at work with whom you'd like to improve your relationship, and think of a few things you might try.

# QUICK QUIZ

3. Which of the following is an EI “competency”?

- (a) Self-Awareness
- (b) Self Management
- (c) Social awareness
- (d) Relationship management
- (e) All of the above

**Answer: (e) All of the above!**

## QUICK QUIZ

4. True or false: The ability to manage relationships relies on the three other EI competencies (that is, self-awareness, self management, social awareness)?

**Answer: TRUE! In order to improve relationships you start by improving your self awareness, self management, and social awareness.**



# EI AND LEADERSHIP

WHAT AN EMOTIONALLY INTELLIGENT LEADER DOES

CLIMATE & LEADERSHIP

SIX LEADERSHIP STYLES

# REVIEW: THE FOUR EI COMPETENCIES

- Self-Awareness

- Self Management

INWARD FOCUS

- Social awareness

- Relationship management

INTERPERSONAL AWARENESS



WHAT IS THE MOST MOTIVATING THING A  
MANAGER OR LEADER HAS SAID TO YOU?

REFLECT, THEN CHAT IN...



# #1 SELF-AWARENESS IN LEADERS

## Emotional Self-Awareness

- Attuned to inner signals
- Recognize how feelings affect their performance
- Attuned to guiding values
- Can speak openly about emotions and vision

## Accurate Self-Assessment

- Know both limitations and strengths
- Exhibit a sense of humor about self
- Willing to learn and improve
- Welcome constructive feedback

## Self Confidence

- Play to strengths
- Welcome a difficult assignment
- Sense of presence
- Self-assurance
- Stand out in a group

# #2 SELF MANAGEMENT IN LEADERS

## Self Control

- Calm
- Unflappable

## Transparency

- Live values
- Admit mistakes

## Adaptability

- Can adjust
- Can juggle

## Achievement

- Challenging goals
- Always learning

## Initiative

- Seizes or creates opportunities

## Optimism

- 'Rolls with punches'
- 'Glass half full'

# #3 SOCIAL AWARENESS IN LEADERS

## Empathy

- Attuned to a wide range of emotional signals
- Sensing the felt, but unspoken emotions in a person or group
- Able to get along with people of diverse backgrounds

## Organizational Awareness

- Politically astute: able to detect crucial social networks and read key power relationships
- Understand guiding values and unspoken rules

## Service

- Foster an emotional climate that benefits customers and clients
- Monitors customer or client satisfaction to ensure they get what they need
- Make themselves available as needed

# #4 RELATIONSHIP MANAGEMENT IN LEADERS

Inspiration

Influence

Developing  
Others

Change  
Catalyst

Conflict  
Management

Teamwork &  
Collaboration

# SIX LEADERSHIP STYLES

## Coercive

- Demand immediate compliance

## Authoritative

- Mobilize people toward a vision

## Affiliative

- Create emotional bonds and harmony

## Democratic

- Build consensus through participation

## Pacesetting

- Expect excellence and self-direction

## Coaching

- Develop people for the future





# CLIMATE:

WORKING ATMOSPHERE OF A COMPANY, DIVISION OR TEAM

1. Its **flexibility** - how free employees feel to innovate
  2. Employee's sense of **responsibility** to the organization
  3. The level of **standards** that people set
  4. The sense of accuracy of performance feedback and aptness of **rewards**
  5. The level of **commitment** to a common purpose
- 
- 
- 

# STYLE 1: COERCIVE

## Coercive

- Demand immediate compliance
- “Do what I tell you”

**Drive to achieve,  
Initiative, Self-control**

Use: in emergency situations, with problem employees

Impact on Climate:  
Negative

# SIX LEADERSHIP STYLES: EI COMPETENCIES

## Authoritative

- Mobilize people toward a vision
- “Come with me”

**Self confidence,  
Empathy, Change  
catalyst**

Use: When a new vision or clear direction is needed.

Impact on Climate:  
Most strongly positive

# SIX LEADERSHIP STYLES: EI COMPETENCIES

## Affiliative

- Create emotional bonds and harmony
- “People come first”

**Empathy,  
Building  
Relationships,  
Communication**

Use: to rebuild morale  
and in times of change  
or crisis

Impact on Climate:  
Positive

# SIX LEADERSHIP STYLES: EI COMPETENCIES

## Democratic

- Build consensus through participation
- “What do you think?”

**Collaboration,  
Team Leadership,  
Communication**

Use: to build buy-in  
and consensus; to get  
input

Impact on Climate:  
Positive



# SIX LEADERSHIP STYLES: EI COMPETENCIES

## **Pacesetting**

- Expect excellence and self-direction
- “Do as I do, now”

**Conscientiousness,  
Drive to achieve,  
Initiative**

Use: to get quick results from a motivated, knowledgeable team.

Impact on Climate:  
Negative

# SIX LEADERSHIP STYLES: EI COMPETENCIES

## Coaching

- Develop people for the
- future
- “Try this”

**Developing others,  
Empathy, Self-  
awareness**

Use: to help an employee improve performance or build long-term skills.

Impact on Climate:  
Positive



THE KEY:  
USING  
SEVERAL  
STYLES

# QUICK QUIZ

1. Which styles have a **NEGATIVE** impact on climate?

- a) Democratic and Affiliative
- b) Authoritative and Pacesetting
- c) Coaching and Affiliative
- d) Coercive and Pacesetting

**Answer: (D), both of these styles should be used only occasionally as they can impact morale & motivation**



# QUICK QUIZ

4. True or false: Once a team has developed a negative climate, nothing can be done to improve it.

**Answer: False! By practicing some of the leadership styles that improve climate you can improve morale and motivation, although give people time**







"If I make deposits into an Emotional Bank Account with you through courtesy, kindness, honesty, and keeping my commitments to you, I build up a reserve. Your trust toward me becomes higher, and I can call upon that trust many times if I need to.

I can even make mistakes and that trust level, that emotional reserve, will compensate for it. My communication may not be clear, but you'll get my meaning anyway."

- Stephen Covey



# PART 3: SIX LEADERSHIP STYLES IN PRACTICE

AUTHORITATIVE

COERCIVE

DEMOCRATIC

COACHING

PACESETTING

AFFILIATIVE

# SIX LEADERSHIP STYLES

## Coercive

- Demand immediate compliance
- “Do what I tell you”
- **NEGATIVE**

## Authoritative

- Mobilize people toward a vision
- “Come with me”
- **MOST POSITIVE**

## Affiliative

- Create emotional bonds and harmony
- “People come first”
- **POSITIVE**

## Democratic

- Build consensus through participation
- “What do you think?”
- **POSITIVE**

## Pacesetting

- Expect excellence and self-direction
- “Do as I do, now”
- **NEGATIVE**

## Coaching

- Develop people for the future
- “Try this”
- **POSITIVE**



## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

A NEW MANAGER IS BROUGHT IN FROM OUTSIDE TO TURN-AROUND A DIVISION. HE STARTS CUTTING JOBS AND REORGANIZING WORK – THINGS THAT SHOULD HAVE BEEN DONE YEARS BEFORE. BUT HE IS SEEN AS A BULLY AND HIS REPORTS START AVOIDING HIM.



# COERCIVE

- NEGATIVE IMPACT ON CLIMATE
- USE ONLY IF NECESSARY
- ALWAYS USE IT IN A TRUE EMERGENCY
- CAN WORK WITH PROBLEM EMPLOYEES WHEN ALL ELSE HAS FAILED



A decorative graphic on the left side of the slide, consisting of white lines and circles on a purple background, resembling a circuit board or a stylized tree structure.

## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

A COACH PRAISES A TEAM MEMBER WHOSE FATHER DIED, CALLING HIM A “WARRIOR”. HE ALSO PRAISES TWO PLAYERS IN THE NEXT YEAR WHOSE RETURN WAS THREATENED BY CONTRACT DISPUTES, SENDING A CLEAR MESSAGE TO THE CLUB’S OWNER HE VALUED THEM IMMENSELY – TOO MUCH TO LOSE THEM.



# AFFILIATIVE

- POSITIVE IMPACT ON CLIMATE
- USE TO BUILD TRUST, HARMONY, IMPROVE MORALE
- IF USED ALONE CAN ALLOW POOR PERFORMANCE TO GO UNCORRECTED.
- IN COMPLEX SITUATIONS IT CAN LEAD TO FAILURE BY NOT PROVIDING ENOUGH DIRECTION

A decorative graphic on the left side of the slide, consisting of white lines and circles on a purple background, resembling a circuit board or a stylized tree structure.

## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

THE DEPARTMENT HEAD SET EXTREMELY HIGH STANDARDS AND WORKED TIRELESSLY TO MEET AND EXCEED THEM. WHEN OTHERS IN HIS GROUP DID NOT MEET HIS STANDARDS, THEY WERE TRANSITIONED OUT AND REPLACED.



# PACESETTING

- NEGATIVE IMPACT ON CLIMATE
- EMPLOYEES CAN FEEL OVERWHELMED AND MORALE WILL DROP
- CAN WORK WELL WITH TEAMS OF HIGHLY TRAINED AND MOTIVATED PROFESSIONS, BUT SHOULD NOT BE USED ALONE.

A decorative graphic on the left side of the slide, consisting of white lines and circles on a purple background, resembling a circuit board or a stylized tree structure.

## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

A NEW VP SET THE STAGE FOR A TURN-AROUND BY MAKING AN IMPASSIONED PLEA – CHARACTERIZED BY ENTHUSIASM AND A CLEAR VISION – FOR THE COMPANY TO THINK FROM CUSTOMERS’ PERSPECTIVES. THE APPROACH WAS BUILT INTO THE MISSION STATEMENT AND SHARED.





# AUTHORITATIVE

- MOST POSITIVE IMPACT ON CLIMATE
- MAKES IT CLEAR HOW WORK FITS INTO A LARGER VISION FOR THE ORGANIZATION
- PEOPLE UNDERSTAND WHY WHAT THEY DO MATTERS, MAXIMIZING COMMITMENT
- DEFINES STANDARDS AND GIVES FEEDBACK THAT REVOLVES AROUND THE VISION
- DOESN'T WORK AS WELL WITH A TEAM OF EXPERTS – CAN COME ACROSS AS POMPOUS OR OUT-OF-TOUCH

## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

A MANAGER CHOSE TO REDEFINE IN HIS GROUP ROLES. ONE REPORT WAS UNHAPPY AND WENT OVER HIS HEAD TO COMPLAIN. RATHER THAN GETTING ANGRY, THE MANAGER SAT DOWN WITH THE REPORT AND EXPLAINED THE ADVANTAGES OF THE NEWLY DEFINED ROLE.



# COACHING

- POSITIVE IMPACT ON CLIMATE
- HELP IDENTIFY UNIQUE STRENGTHS AND TIE TO PERSONAL CAREER ASPIRATIONS
- ENCOURAGE LONG TERM GOALS AND DEVELOPMENT PLANS
- GIVE LOTS OF INSTRUCTION AND FEEDBACK
- MOST EFFECTIVE WITH EMPLOYEES WHO ARE RECEPTIVE TO BEING COACHED

A decorative graphic on the left side of the slide, consisting of white lines and circles on a purple background, resembling a circuit board or a stylized tree structure.

## WHAT STYLE IS THIS? WHEN MIGHT YOU USE IT?

AN UNEXPECTED BUDGET CUT CAME THROUGH THAT WOULD SIGNIFICANTLY IMPACT HIRING. THE MANAGER BROUGHT THE TEAM TOGETHER AND EXPLAINED THE SITUATION IN DETAIL, GETTING THEIR IDEAS AND HEARING THEIR FRUSTRATIONS. AFTER THREE MORE MEETINGS THERE WAS CONSENSUS ON A PLAN FORWARD.



# DEMOCRATIC

- POSITIVE IMPACT ON CLIMATE
- BY SPENDING TIME GETTING PEOPLE'S IDEAS YOU BUILD TRUST, RESPECT AND BUY-IN
- PEOPLE HAVE A SAY
- THEY CAN BE VERY REALISTIC ABOUT WHAT IS AND ISN'T POSSIBLE
- CAN RESULT IN ENDLESS MEETINGS AND A SENSE OF FEELING "LEADERLESS"



# THINKING BACK...AND FORWARD

In the next two weeks:

- What will you do more of?
- What will you do less of?
- How will you know you've improved your EI?



# THANK YOU! AND A QUOTE

“GO TO THE PEOPLE. LIVE WITH THEM. LEARN FROM THEM. LOVE THEM. START WITH WHAT THEY KNOW. BUILD WITH WHAT THEY HAVE. BUT WITH THE BEST LEADERS, WHEN THE WORK IS DONE, THE TASK ACCOMPLISHED, THE PEOPLE WILL SAY 'WE HAVE DONE THIS OURSELVES'.”

— LAO TZU