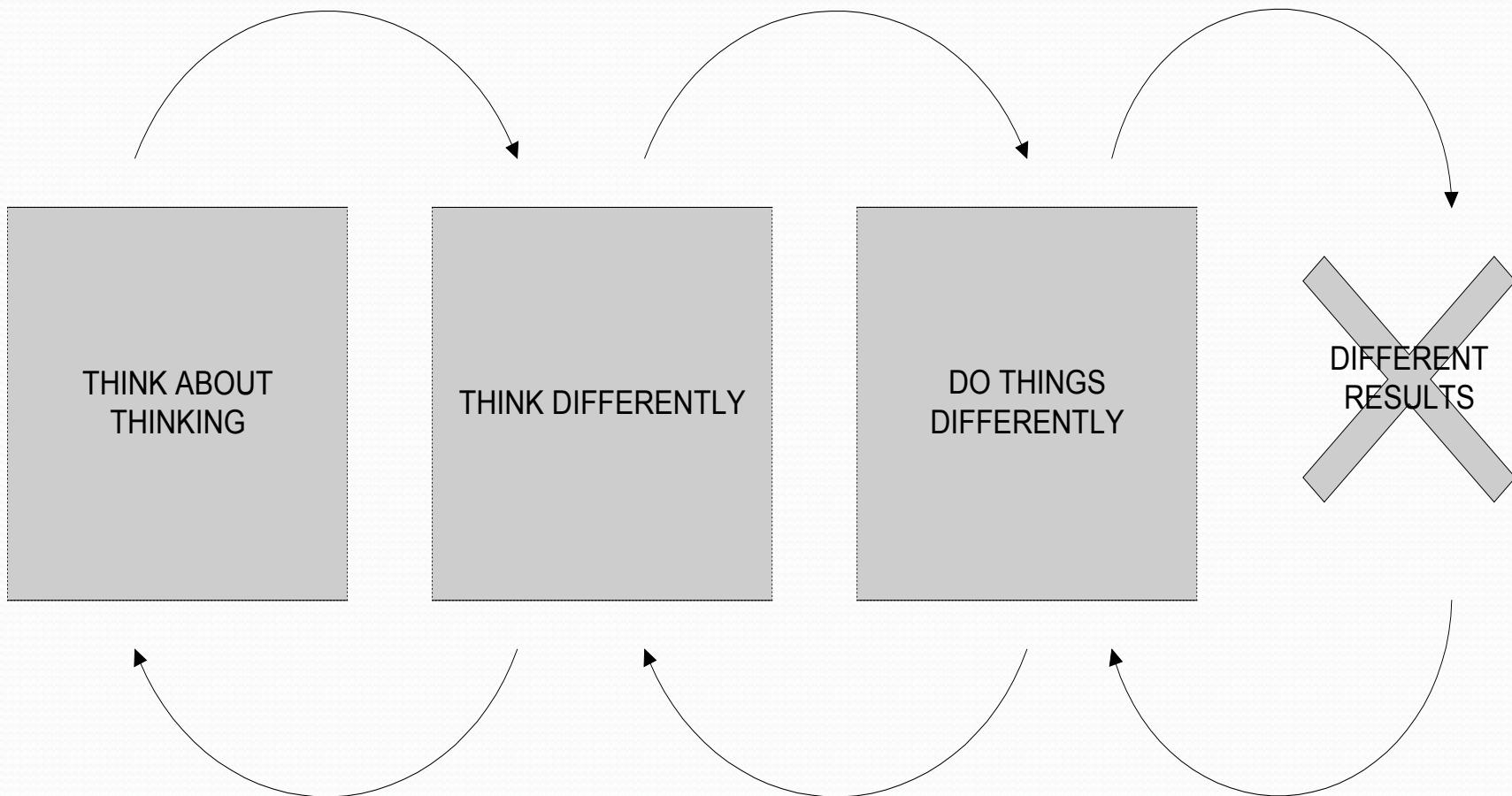


Emotional Intelligence

Learning Objectives

- Understand our thinking process
- Learn difference between emotional intelligence (EI/EQ) and IQ
- Assess your own level of EI
- Understand how EI impacts you as a leader
- Apply EI principles to the workplace

THE MINDSHIFT MODEL



Western Thought-Argument and Critical Thinking

The Gang of Three

- Socrates (469-399 B.C.E.)
 - Sophist. Word choices, why do you say that? What do you mean by that?
- Plato (427-348 B.C.E.)
 - Search for “truth”—analogy of the cave (shadows of truth) attack what is “untrue”-critical thinking
- Aristotle (384-322 B.C.E.)
 - Practical; identity / non-identity; is / is-not; search for contradiction.

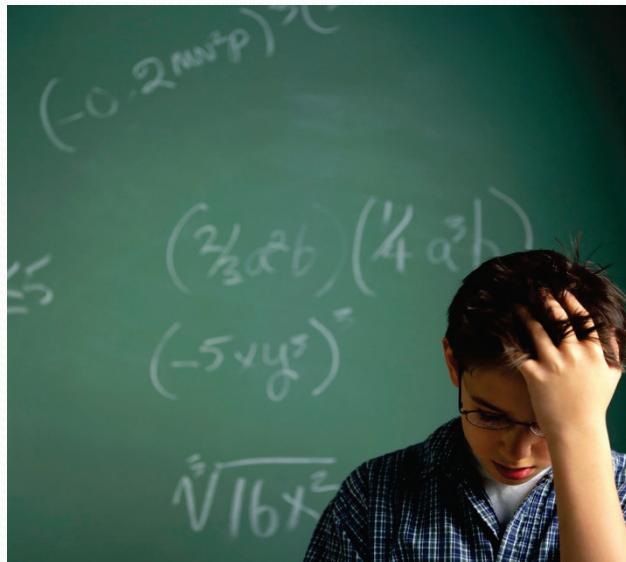
Western Thought (Cont'd)

- Use argument to reach “truth”
- Basic thinking is to point out faults /flaws
- May lead to some improvements, but usually nothing new
- Synthesizes both points of view-does not necessarily produce new stream of alternatives

Alternative thinking

- Parallel thinking (DeBono)
 - Both sides put forth ideas, not attacking them
 - Six-hats thinking, PO, other techniques.....
- KAI (Kirton)
 - Adaption / Innovation continuum
 - The Paradox of Structure (Enabling and Limiting.)
- MBTI (Jung-Myers, Briggs)
 - Style preference in perceiving and judging information

Human Beings have many kinds of intelligence.



Intellectual



Emotional

Multiple Intelligences

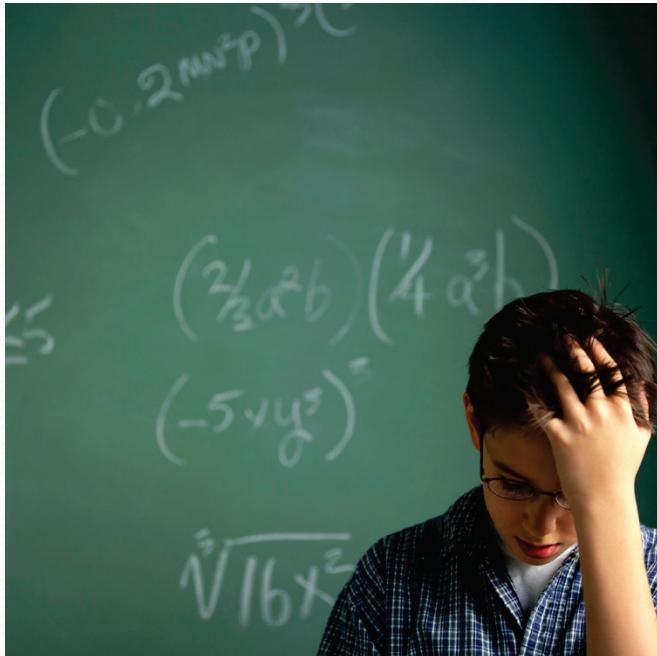
Howard Gardner proposed, rather than just IQ . . .

- Linguistic/verbal
- Mathematical/logical
- Visual/spatial
- Kinesthetic
- Musical/artistic
- Intrapersonal
- Interpersonal
- Existential
- Naturalistic

**Traditional measures
of intelligence**

← **Emotional Intelligence**

Intellectual Intelligence



Intellectual intelligence is our ability to learn consciously, to create knowledge, to reason, envision possibilities, generate alternatives, and make informed, value based decisions.

IQ vs. EQ

IQ

- Intellectual capability (IQ), knowledge, and technical expertise
- Is a threshold, not a differentiator for outstanding leadership

EQ

- Emotional Intelligence (EQ) is the differentiating factor in success
- EI is two times as important as IQ and technical expertise combined

Emotional Intelligence

- Coined in 1990 by psychologists John Mayer and Peter Salovey
- Daniel Goleman 1995: Emotional Intelligence: Why It Can Matter More Than IQ for Character, Health and Lifelong Achievement.
- IQ 10-20% of our success

Emotional Intelligence

- EI is changeable. We can develop it.
- EI has been under-appreciated
- Can be seen as Character
 - (7 Habits of Highly Effective People-Covey)
- Emotions help us cope differently than IQ with:
 - Danger
 - Painful loss
 - Persisting towards a goal
 - Resolving conflict
 - Bonding with another
 - Building a family

The Speed of the Brain

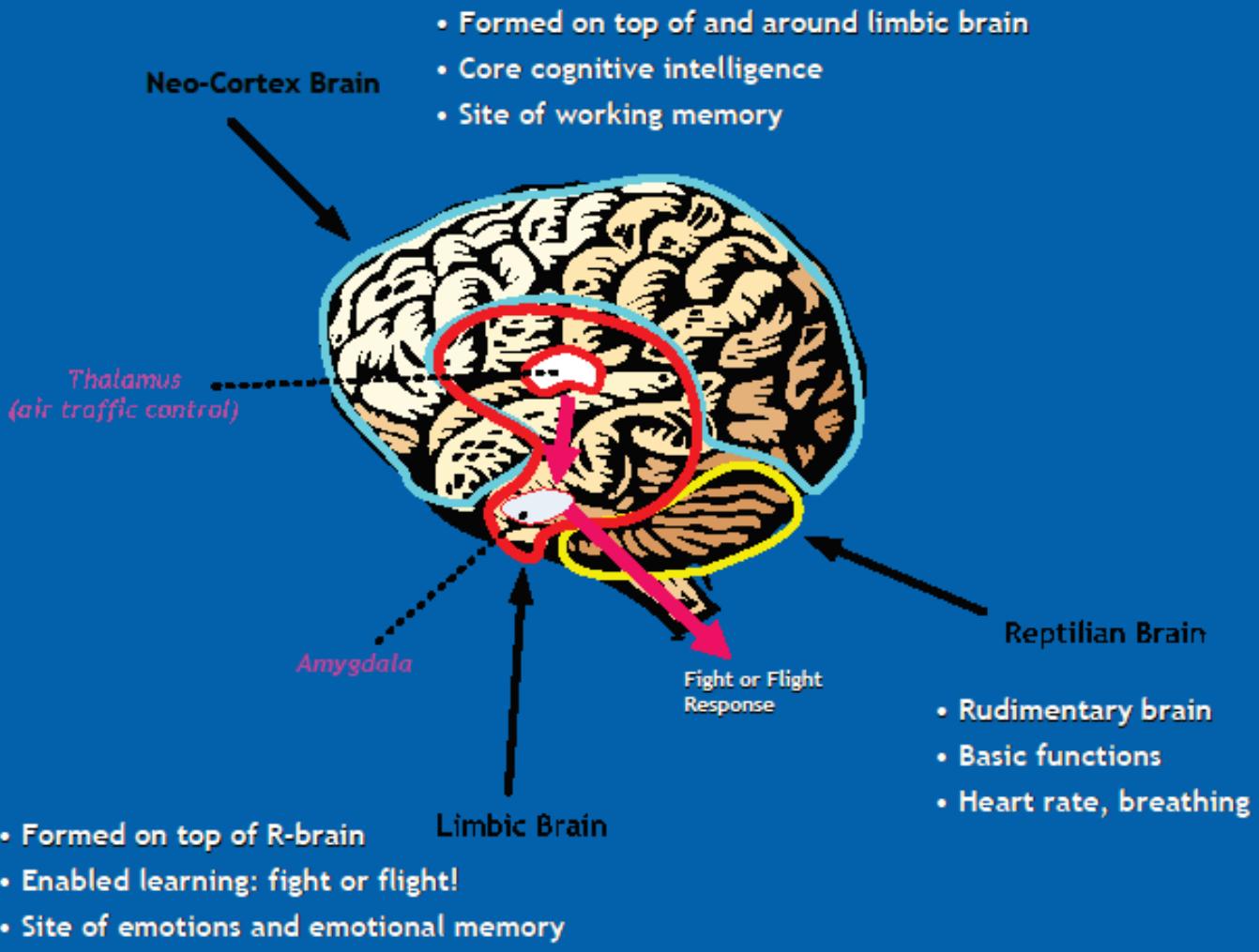
- We respond to facial expressions in perhaps 1/25th second.
- Paul Ekman, Ph.D. says that we respond *hormonally* to an expression of contempt in 1/25th second.
- It takes us about 1/10th second to blink.
- Drivers need to prepare for changing driving conditions in 1/45th second.

The Speed of the Brain

Mihalyi Csikszentmihalyi (1993)

- the central nervous system processes seven bits of nonverbal auditory and visual data at a time
- the shortest amount of time between sets of seven bits is 1/18th second.
- “Flow”

Our Three Brains . . .



EI and the brain

- Amygdala (almond shaped part of the limbic system)
- Limbic--“ring” around brain stem
- Emotional center---survival?
 - “Do I eat it or does it eat me?
- Upper brain development (thoughts) happened later.
- “Amygdala highjack”
 - Sudden, strong emotional reactions

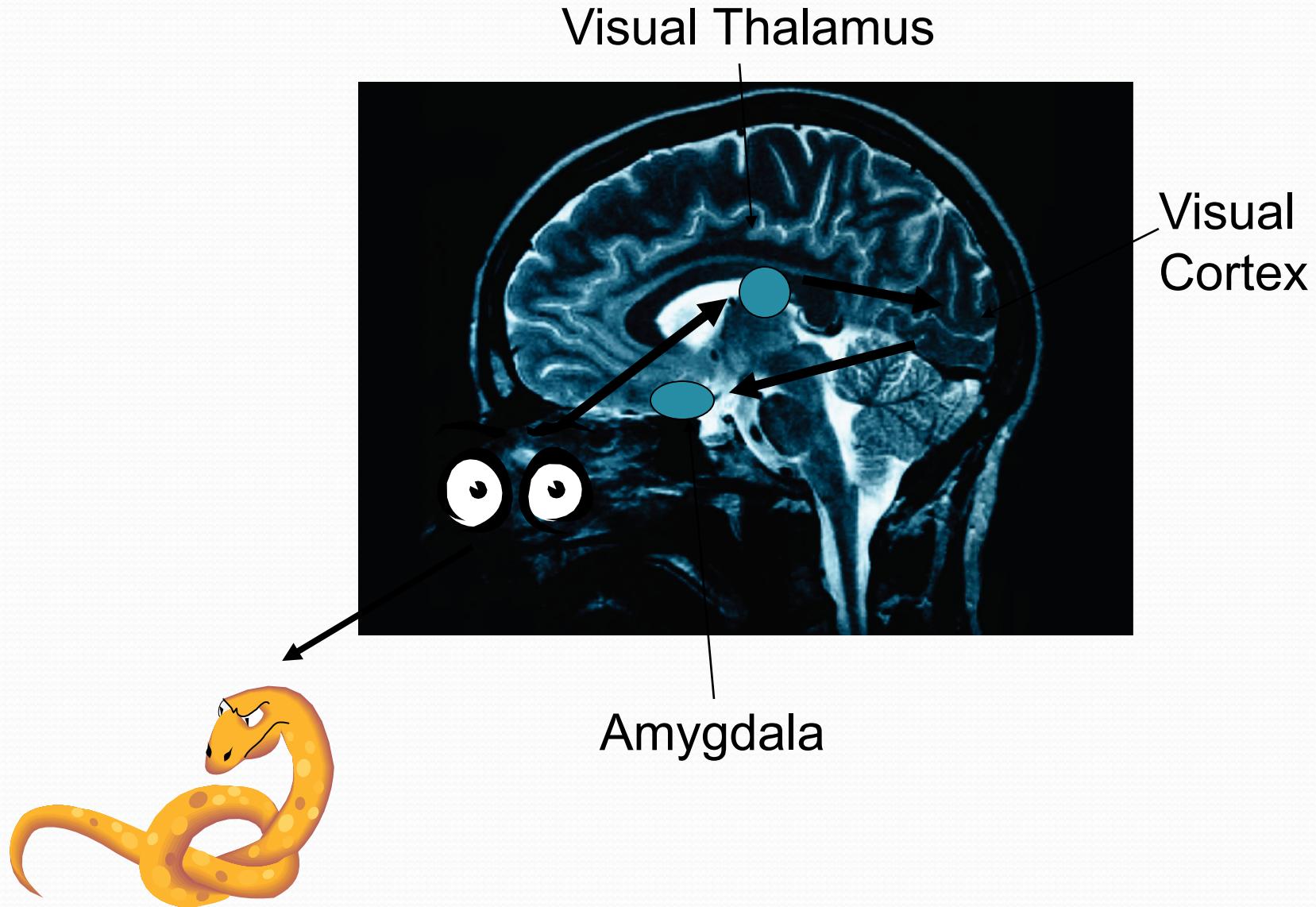
Amygdala

- Studies show that damage here (Phineas Gage) can impair:
- The ability to judge fear and other emotions in facial expressions
- Problem solving
- Social interactions
- Decision making

There is a Biological Purpose for Emotion

- **Signaling function (that we might take action)**
- **Promote unique, stereotypical patterns of physiological change**
- **Promote strong impulse to take action**

The Emotional Brain



An Amygdala Hijack!!

- Emotions overwhelm your thinking and actions
- You are thinking and acting *against your own will!*
- You are unable to accurately read others' emotions
- You can't find the right words . . . (stumbling, stuttering when you try to speak)
- You are unable to focus your thinking or actions
- Your “freeze, fight or flight” response kicks in . . . heart races, blood pressure increases, sweating profusely, uneasy feeling in the “gut,” clenched jaw, twitching, tapping foot, cold extremities . . .

Why do smart people fail?

- Of all the abilities deemed essential for effective performance, 67% were related to EI.
- Of all the competencies that distinguish outstanding leaders vs. mediocre leaders, 81% are related to EI

Goleman's Definition:

“Emotional Intelligence” refers to *the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.*

Cooper's Definition:

Emotional Intelligence Is the ability to...

- Sense
- Understand
- Effectively apply the power and acumen of emotions as a source of:

Energy
Information
Creativity
Trust
Connection

What Are Emotions?

- Happiness
- Sadness
- Surprise
- Disgust
- Anger
- Fear
- Ecstasy
- Despair
- Terror
- Love
- Anxiety
- Longing
- Self-worth

**What are the core emotions that people experience?
“There are many more emotions that we feel than we
can label. Emotions are fundamentally not
cognitive/verbal, so, as soon as we try to name them,
we begin to be cognitive instead.”**

— Maurice Elias, Ph.D, co-author
Emotionally Intelligent Parenting

The Four EI Dimensions

**Strong, Healthy
and Effective
Relationships**

The driving purpose of
emotional intelligence —
and life in general!



**Relationship
Management**

Social awareness

Self Management

Self Awareness

Emotional Intelligence

	What I See.	What I Do
Personal Competence	<i>SELF-AWARENESS</i>	<i>SELF-MANAGEMENT</i>
Social Competence	<i>SOCIAL AWARENESS</i>	<i>RELATIONSHIP MANAGEMENT</i>

Four Elements of EI Competence

- 1.) **Self Awareness**-you accurately perceive your emotions and stay aware of them as they happen. This includes keeping on top of how you tend to respond to specific situations and certain people.
- 2.) **Self Management**-your ability to use awareness of your emotions to stay flexible and positively direct your behavior. You manage your emotional reactions to all situations and people.

Personal Competencies

- Self Awareness
- Self-Regulation (Managing Emotions)
- Motivation



1. Self Awareness

- Observe your anger
 - When are you aware, how often, situations, people
- Find a good model to emulate
- Notice signals in your body when angry
 - Early warning signals
 - Later stage signals
- Short circuit the emotional highjack
 - How do you cool yourself down?
- Repeat these steps
 - Practice

Value of Taking Time for Self-Awareness

Requires Abilities

- To recognize appropriate body cues and emotions**
- To label cues and emotions accurately**
- To stay open to unpleasant as well as pleasant emotions**
- Includes the capacity for experiencing multiple and conflicting emotions**

2. Self Management

- Managing stress
 - Change the event that is causing stress
 - Change the way you perceive what is happening
 - Handle the way your body and mind react to the stress
- Motivation
 - Optimism and pessimism

Four Elements (cont'd)

Social Competence

- 3.) **Social Awareness**—your ability to pick up on emotions in other people and get what is really going on. Understanding what others are thinking and feeling, even if you don't feel the same way.
- 4.) **Relationship Management**—Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional awareness guide clear communication and effectively handling conflict.

Social Competencies

- **Empathy**
- **Social Skills**

Social Competencies

This is how we use our emotions and abilities in our relationships to achieve personal and business goals.

This is how sensitive we are to people, both their feelings and their potential.



Empathy

- The ability to “understand, be aware of, be sensitive to, and vicariously experience the feelings, thoughts, and experiences of another.”
- Demonstrating understanding of:

The *meaning of what was said*

The *feeling that you sense that the person was experiencing*

Developing Empathy

- Put yourself in the other person’s shoes — try to see the world from his or her’s perspective.
- Seek to understand the pressures, responsibilities, expectations, and demands placed upon the other person.
- Inquire. If the other person says something that sounds “off” or confusing, say “I’d like to know more about that.”
- Explore his or her reasoning. Behind every “position” and argument is a set of thoughts and feelings that are the underpinning of the position. By seeking to understand the other person’s reasoning, it builds a bridge to understanding.

Relationship Management Dimension

Adeptness at inducing desirable responses in others

- Inspiration**
- Influence**
- Developing others**
- Change catalyst**
- Conflict management**
- Teamwork and collaboration**



SOCIAL SKILLS:

Influence, Communication, Conflict Management, Leadership, Change Catalyst, Building Bonds, Collaboration, Team Synergy

The #1 Task of a Leader:

To instill good feeling in those that they lead. To create resonance – a reservoir of positivity that frees the best in people.

EI and Leadership

The emotionally intelligent leader . . .

- 1. Commits to co-creating an organization in which individuals can be and do their best to achieve shared goals.**
- 2. Encourages people to create and articulate a shared vision and mission that is inspiring.**
- 3. Shares authority and accountability with others.**

EI and Leadership

- 4. Encourages people to work interdependently to achieve a shared goal.**
- 5. Co-creates a climate in which people respect each other, believe in their own self-worth, and value authenticity.**
- 6. Co-creates mechanisms so that meaningful and whole-hearted participation can happen.**
- 7. Exercises his/her *personal power* ensuring that the best decisions are made yet refusing to be treated as or to regard him/herself as a heroic leader.**

High EI People-Recap

- Relate to others with compassion and empathy
- Have well developed social skills
- Use emotional awareness to direct their actions and behaviors.

•A Leader's Behavior

Emotional Intelligence

Power

Ethics

- **Organizational Culture and Climate**

- Resonant or dissonant?
- Sustainable performance or short-term fix?
- Excitement and challenge or destructive stress?

- **Results**

- Group/tem outcomes
- Great relationships
- Business results

So what?

- How might you apply what you learned today in the real world?