Leadership & Emotional Intelligence

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Learning Objectives

• Develop a basic understanding of the concept of Emotional Intelligence.
• Learn the competencies associated with this concept as it relates to leadership.
• Learn what is defined as a Resonant Leader.
• Develop an action plan to increase leadership competencies.
Agenda

• EI: The Brain
• Emotional Intelligence
• Leading with Emotional Intelligence
Activity:

• Think of a leader for whom or with whom you worked- one that brought out the best in you, one that you would gladly work with or for again.

• Think of a leader for whom or with whom you worked- one that you try to avoid, left you wishing for more, would help your organization more by working for a competitor.

• When you were around them, what did they say or do? How did they make you and others feel?
The Neuro-anatomy of Leadership

“Why is it some days I feel like my head is going to explode!”
Why the Brain?

• The workings of the amygdala and its interplay with the neocortex are at the heart of emotional intelligence.
The Brain

- Thalamus
- Prefrontal Cortex
- Amygdala
Dr. Joseph LeDoux

• 2 brains – 2 minds – 2 different kinds of intelligence – rational and emotional.

• Old paradigm
  • ideal reason free of the pull of emotion.

• New paradigm
  • ideal reason harmony of head and heart.
Amygdala

Hippocampus

Emotional Stimulus

Sensory Thalamus

Sensory Cortex

Emotional Response

Long Route 30 – 40 milliseconds

Hijacked Route 12 milliseconds

Emotional Stimulus
“Downshifting"

- Brain shifts to a "lower level" of functioning.
  - Fight
  - Flight
  - Submit
Emotions are contagious

• The brain has an ‘open loop’ system.
• We are ‘wired’ to pick up subtle clues from one another.
• Resonance is contagious...so is dissonance.
Emotional Intelligence

• 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 in our relationships.”

• Goleman
Benefits

• The higher your emotional intelligence, the more likely you are to succeed in personal and professional relationships.
• There is a strong correlation between well-developed emotional intelligence and personal self-satisfaction and overall self-confidence.
• Having a good understanding of yourself, your strengths, and your weaknesses is essential to superior performance when on the job.
• When your emotional intelligence is fully developed, it is easier to work well under constantly changing circumstances and to act on your ideas in ways that benefit the organization.
Leadership Domains

- Relationship Management
- Self Awareness
- Self Management
- Social Awareness
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Self Awareness
Self-Awareness

• The ability to accurately sense and identify personal feelings, along with the ability to understand and evaluate them.
• Is concerned with knowing about your own internal states, preferences, resources, and perceptions.
• is very important to achieving success at work.
• As you become more self-aware, you become better able to be in touch with your own feelings.
• Individuals who have high self-awareness are able to conduct accurate self-appraisals.
Competency:
Emotional Self-Awareness

• Emotional self-awareness is the ability to recognize your own emotions and their effects, to identify how you react to cues in the environment, and to understand how your emotions affect your overall performance.
Tips for Improving Self-Awareness

• Requires serious thought and effort.
• Be objective about yourself.
• Summon the courage to objectively examine the ways that you make appraisals, tune in to our senses, and get in touch with your feelings.
• Identify your true intentions and pay close attention to your actions.
Self - Management
Self-Management

• Self-Management is the ability to understand your emotions and then use that understanding to turn situations to your benefit.

• Self-management is also the ability to use your feelings to reason well and act intentionally.
4 Competencies within Self-Management

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook
Emotional Self-Control

• People who find ways to manage their emotions and impulses. Leaders with self-control stay calm and clear-headed while under stress or during a crisis and maintain emotional balance.
Adaptability

- Leaders who can juggle multiple demands, but remain focused on a group’s goals. They are comfortable with the uncertainty that leadership can bring. Such leaders are flexible in adapting to new challenges and nimble in adjusting to sudden change.
Achievement Orientation

• Leaders who have high standards not only for themselves, but for others. They set measurable but challenging goals. They continually learn how to improve performance, along with their team.
Positive Outlook

• A leader who sees opportunity in situations where others would see a setback. Such leaders see others positively, and still expect the best of them. And their “glass half-full” outlook leads them to expect that changes in the future will be for the better.
Tips for Improving Self-Management

• Make a list of all the things that trigger you to lose control and create a strategy.
• Reduce your stress though physical activity, or other types of relaxation.
• Spend some time exploring the values and principals that you feel most strongly about and write down the important ones.
• When current strategies are not working, make the necessary changes to your plans, activities, objectives, or behavior.
Social Awareness
Social Awareness

• Social awareness refers to how people handle relationships and awareness of others’ feelings, needs, and concerns.
• It is the ability to recognize and appropriately respond to the emotions and feelings of others.
Three Competencies within Social Awareness

• Empathy
• Organizational awareness
Empathy

• Leaders who are able to understand unspoken emotions within an individual or group. Such leaders listen attentively while understanding other’s perspectives. Empathetic leaders are able to get along well with people of diverse backgrounds and cultures and to express their ideas in ways others understand.
Organizational Awareness

• A leader who can detect networking opportunities and read key power relationships. Such leaders not only understand the forces at work in an organization, but also the guiding values and unspoken rules that operate among people
Why is Having Social Awareness Important?

• Creates and maintains good working relationships with other people.
• Can feel what other people are feeling and can put themselves in their shoes.
• Able to read non-verbal cues, read messages conveyed by facial gestures, posture, eye movement, and body language.
Tips for Improving Social-Awareness

• Pay attention to critical interactions with others
• In your discussions with others, try to get their perspective on how to get things done within the department.
• Take action to change or modify some procedures in your department that others have complained about.
Relationship Management
Relationship Management

• Social Skills refers to a proficiency at suggesting desirable responses in others.

• People with good social skills are good business leaders, leaders in society, and effective parents who understand that personal success and group or family success are inseparable.

• They lead by example, encouraging others in positive ways, validating them and creating trust within them.
5 Competencies of Relationship Management

- Influence
- Coach and Mentor
- Conflict Management
- Inspirational Leadership
- Teamwork
Influence

• Leaders who know how to appeal to others and how to build buy-in from key people. They are persuasive and engaging when they address a group.
Coach and Mentor

• A leader who has a genuine interest in helping others. They understand the goals and strengths of individuals while working to address growth opportunities. They also give timely and constructive feedback to coworkers.
Conflict Management

• Leaders who take time to understand different perspectives. They work toward finding a common ground upon which everyone can agree. They acknowledge the views of all sides, while redirecting the energy toward a shared ideal or agreeable resolution.
Inspirational Leadership

• Leaders who inspire are able to move the people with whom they work. They articulate a shared mission in a way that inspires others to follow. They also offer a sense of common purpose beyond the day-to-day tasks.
Teamwork

• Leaders who create an atmosphere of respect, helpfulness, and cooperation. They draw others into active commitment to the team’s effort. They build spirit, positive relationships, and identity on a team.
Why are Social Skills Important?

• Social skills are the basic skills everyone needs to have in order to be effective at anything they do. Not having the basic social skills can severely limit the quality of work that you produce.
Tips for Improving Social Skills

• Regularly take time to talk to individuals about their aspirations, the things they want to do better, and the things they would like to try out.

• When launching significant new projects or initiatives, consider spending time with the team, create a vision for the work to be done, and build commitment to moving forward.

• When delivering information, encourage staff to ask questions and encourage them to summarize your key points to ensure they have understood you.
Leadership & Emotional Intelligence
Remember...

• Emotional intelligence is not about being nice all the time. It is about being honest.
• Emotional intelligence is not about being “touchy-feely.” It is about being aware of your feelings, and those of others.
• Emotional intelligence is not about being emotional. It is about being smart with your emotions.
Leadership and E.I.

• Research at the Center for Creative Leadership has shown that the primary cause of leadership turnover was individual deficiency in the area of emotional competence.

• In another study that involved 130 leaders, showed that there is a strong correlation between how well an individual handled personal emotions and the willingness of others to work with that individual.

• A leader with a positive mood and attitude tends to interact with others in a way that results in a positive, helpful, and cooperative workgroup, thereby increasing workplace efficiency.
How do we Measure Leadership’s Impact?

• David McClelland (Harvard) found that leaders with strengths in a critical mass of 6 or more emotional intelligence competencies were far more effective than peers who lacked such strengths.

• The research was trying to find links among leadership and emotional intelligence, and climate and performance.
What were the Findings of the Research?

• All 6 leadership styles have a measurable effect on each aspect of climate.

• Leaders who used styles that affected the climate positively had decidedly better results than those who did not.

• Climate was not the only driver of performance, equally important were economic conditions, and competitive dynamics. But climate accounts for nearly a 3rd of the results.
Resonant Leadership

• Delivers the message authentically and from own values and resonates with the emotions of those around them.
• The more resonance, the less ‘static’ in interactions.
• Resonant leadership helps team stay focused and optimistic even amid formidable change.
Dissonant Leadership...

• Lacks Empathy,

• produces groups that feel emotionally discordant, in which people have a sense of being ‘off-key.’

• Sends needlessly upsetting messages.

• Result = collective distress that becomes the team’s pre-occupation, displacing the attention to the leader’s message or vision.

• Good enough rather than their best.
Dissonance: Variation on the Theme

• “Dementors” – who “drain peace, hope and happiness out of the air around them.”
  • Harry Potter Series

• They create wretched workplaces, but have no idea how destructive they are – or they simply don’t care.

• Manipulative, valueless, inauthentic, lacking credibility, not trustworthy.

• Burnout – “The Sacrifice Syndrome”

• Clueless
Dissonance Is The Default

• Secret feelings that things are not ‘right’ and that we are unhappy
• Denial: life becomes mechanical, meaningless and detached from our dreams
• Negative self-talk - A sense that we must ‘settle’
• We justify our behavior and blame others
• ‘Act out’ at home or at work
Leadership Style - Authoritative

• Modus operandi: Mobilizes people toward a vision
• The style in a phrase: “Come with me.”
• Underlying emotional intelligence: Self-confidence, empathy, change catalyst
• When style works best: When changes require a new vision, or a clear direction is needed
• Overall impact on climate: Most strongly positive
• Most effective in driving up every aspect of climate.
The Leadership Style - Authoritative

• When doesn’t the authoritative style work?
  • When leaders are working with a team of experts or peers who are more experienced than the leader is.
  • If a manager trying to be authoritative becomes overbearing, he can undermine the egalitarian spirit of an effective team.
Leadership Style - Coaching

• Modus operandi: Develops people for the future.
• The style in a phrase: “Try this.”
• Underlying emotional intelligence: Developing others, empathy, self-awareness
• When style works best: To help employee improve performance or develop long-term strengths
• Overall impact on climate: Positive
Leadership Style - Democratic

• Modus operandi: Forges consensus through participation
• The style in a phrase: “What do you think?”
• Underlying emotional intelligence: Collaboration, team leadership, communication
• When style works best: To build buy-in or consensus, or to get input from valuable employees
• Overall impact on climate: Positive
Leadership Style - Affiliative

• Modus operandi: Creates harmony and builds emotional bonds
• The style in a phrase: “People come first.”
• Underlying emotional intelligence: Empathy, building relationships, communication
• When style works best: To heal rifts in a team or to motivate people during stressful circumstances
• Overall impact on climate: Positive
Leadership Style - Coercive

• Modus operandi: Demands immediate compliance
• The style in a phrase: “Do what I tell you.”
• Underlying emotional intelligence: Drive to achieve, initiate, self-control
• Has a damaging effect on the rewards system, it erodes employee pride.
• In addition it undermines motivating people who want to see how their job fits into a grand shared mission.
• When style works best: In a crisis, to kick start a turnaround, or with problem employees
• Overall impact on climate: Negative
Leadership Style - Pacesetting

- Modus operandi: Sets high standard of performance
- The style in a phrase: “Do as I do, now.”
- Underlying emotional intelligence: Conscientiousness, drive to achieve, initiative
- When style works best: To get quick results from a highly motivated and competent team
- Overall impact on climate: Negative
The Sacrifice Syndrome

The sacrifice of being led by a Dissonant leader

**STRESS**

Stress arouses the **SYMPATHETIC NERVOUS SYSTEM**

Hormones activated: **EPINEPHRINE & NOREPINEPHRINE**

- Blood pressure increases
- Large muscles prepare to fight or run
- Brain shuts down non-essential neural circuits
  - Less open, flexible and creative

Hormones activated: **CORTICOSTEROIDS**

- Leads to reduction in healthy immune system
- Inhibits creation of new neurons
- Over stimulates older neurons leading to shrinkage of neurons

**RESULTS:**

- Brain loses capability to learn
- We feel anxious, nervous, even depressed
- Perceive things people say or do as threatening and negative
- More stress is aroused
Summary

• Generally, the more styles a leader uses the better. Mastering the authoritative, democratic, affiliative, and coaching styles help create the very best climate and business performance.

• A leader can build a team with members who employ styles they lack.
Activity

What Makes Great Leaders
Nine Strategies for Promoting Emotional Intelligence

1. Taking the time for mindfulness
2. Recognizing and naming emotions
3. Understanding the causes of feelings
4. Differentiating between emotion and the need to take action
5. Preventing depression through “learned optimism”
Nine Strategies for Promoting Emotional Intelligence

6. Managing anger through learned behavior or distraction techniques
7. Listening for the lessons of feelings
8. Using “gut feelings” in decision making
9. Developing listening skills
Are You a Socially Intelligent Leader?

• **Empathy**
  • Do you understand what motivates other people, even those from different backgrounds?
  • Are you sensitive to others’ needs?

• **Attunement**
  • Do you listen attentively and think about how others feel?
  • Are you attuned to others’ moods?

• **Organizational Awareness**
  • Do you appreciate the culture and values of the group or organization?
  • Do you understand social networks and know their unspoken norms?
Are You a Socially Intelligent Leader?

• **Influence**
  • Do you persuade others by engaging them in discussion and appealing to their self-interests?
  • Do you get support from key people?

• **Developing Others**
  • Do you coach and mentor others with compassion and personally invest time and energy in mentoring?
  • Do you provide feedback that people find helpful for their professional development?

• **Inspiration**
  • Do you articulate a compelling vision, build group pride, and foster a positive emotional tone?
  • Do you lead by bringing out the best in people?
Are You a Socially Intelligent Leader?

- **Teamwork**
  - Do you solicit input from everyone on the team?
  - Do you support all team members?
Thanks for your Participation & Attention.

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