Leadership & Emotional Intelligence

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.

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Connections
2017 RCPA Annual Conference
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, 1995
Emotional Hijacking

Emotional Stimulus → Sensory Thalamus → Sensory Cortex

Long Route: ______ Milliseconds

Hijacked Route: ______ Milliseconds

Sensory Cortex → Amygdala → Emotional Response

Hippocampus
The Four Dimensions of Emotional Intelligence

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<thead>
<tr>
<th>Self-awareness</th>
<th>Self-management</th>
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<tbody>
<tr>
<td>• <strong>Emotional Self-Awareness:</strong> Leaders who recognize how their feelings affect them and their job performance. Their values often decide the best course of action. Emotionally self-aware leaders not only can be candid and authentic, they also can speak with conviction about their vision.</td>
<td>• <strong>Emotional Self-Control:</strong> 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.</td>
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<td>• <strong>Achievement Orientation:</strong> 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.</td>
<td>• <strong>Positive Outlook:</strong> 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.</td>
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<td>• <strong>Adaptability:</strong> 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.</td>
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<td>• <strong>Empathy:</strong> 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.</td>
<td>• <strong>Influence:</strong> 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.</td>
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<td>• <strong>Organizational Awareness:</strong> 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.</td>
<td>• <strong>Coach and Mentor:</strong> 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.</td>
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<td>• <strong>Conflict Management:</strong> 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.</td>
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<td>• <strong>Teamwork:</strong> 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.</td>
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Tips for E.I. Skill Improvement

Self Awareness
- Requires serious thought and effort.
- You will have to be objective about yourself.
- Specifically, you will have to summon the courage to objectively examine the ways that you make appraisals, tune in to our senses, and get in touch with your feelings.
- You will have to learn how to identify your true intentions and pay close attention to your actions.

Self Management
- Make a list of all the things that trigger you to lose control and create a strategy.
- Reduce your stress through physical activity, or other types of relaxation.
- Spend some time exploring the values and principles that you feel most strongly about and write down the important ones.
- Consider the issues on which you are willing to act against all opposition. Clarify for yourself what is and is not worth fighting for.
- When current strategies are not working, make the necessary changes to your plans, activities, objectives, or behavior.

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
- When preparing to tell others about change, think about each person, how will the change impact this person? How has he or she responded to change in the past? What questions or comments might he or she have? Use your answers to prepare for a discussion with this person about the upcoming change.
- If you are sensing trouble brewing with an individual, take steps to bring the disagreement or grievance into the open before it turns into a conflict situation.
- When in a heated discussion, focus on the issues at hand and leave personal matters aside. Ask yourself “Is what I am saying or doing productive in trying to resolve this situation?”
# Emotional Magnets: The Positive Draw of Resonant Leaders

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<th>How They Operate:</th>
<th>Resonant leaders drive groups toward optimism. They are attuned to peoples’ feelings and move those feelings in a positive direction. Such leaders speak authentically from their own values and resonate with the emotions of those around them.</th>
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<td>Preferred Leadership Styles:</td>
<td>Visionary: moving and motivating people through shared dreams Coaching: developing potential through one-on-one interaction Affiliative: primary focus on people and relationship-building rather than on accomplishing tasks and goals Democratic: seeking commitment through the participation and input of followers/employees</td>
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<td>End Result:</td>
<td>Resonant leaders leave people feeling uplifted, even in difficult times. They keep emotions resounding in the positive register, inspiring individuals to perform at their best. And all other factors being equal, the leadership styles they use—those with a highly positive emotional impact on culture—result in markedly better financial returns over the long haul.</td>
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# The Bosses People Dread Working for: Emotionally Toxic Leaders

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<th>How They Operate:</th>
<th>Dissonant leaders drive groups toward antagonism and hostility. They create a toxic work environment in which people feel off balance, and consequently, perform poorly.</th>
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<td>Preferred Leadership Styles:</td>
<td>• Commanding: top-down, authoritative approach • Pacesetting: relentless focus on results at all costs</td>
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<td>End Result:</td>
<td>Even though these leaders may seem effective in the short run, in the long run they wreak havoc on the emotional climate, strangle individual potential, and drive overall results downward.</td>
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Six Styles of EI Leadership

Style 1. Authoritative

Style 2. Coaching

Style 3 Affiliative

Style 4. Democratic

**WARNING** - While Styles 5 and 6 are essential under some circumstances, effective leaders use them sparingly because of their potential side-effects.

Style 5. Pacesetting

Style 6. Coercive
Sacrifice Syndrome

The sacrifice of being led by a Dissonant leader

**STRESS**

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

**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

**Stress arouses the SYMPATHETIC NERVOUS SYSTEM**

**Hormones activated:**

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

**Hormones activated:**

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

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?

Teamwork
- **Do you solicit input** from everyone on the team?
- **Do you support** all team members?
I want to be a leader who...

I am a leader, currently who is...

My current strengths (Ideal = Real)...

My current ‘Gaps’ (Ideal ≠ Real)...