

# **Harnessing The Power Of Emotionally Intelligent Leadership**

# Emotional Intelligence (EQ)

- **How we handle ourselves and others.**  
**(Goleman)**
- **An array of non-cognitive capabilities, competences, and skills that influence one's ability to succeed in coping with environmental demands and pressures.**  
**(Bar-On)**

# Emotional Quotient

## Competencies

### Intrapersonal

Emotional Self Awareness

Assertiveness

Self-Regard

Self-Actualization

Independence

### Interpersonal

Empathy

Interpersonal Relationship

Social Responsibility

### Adaptability

Problem Solving

Reality Testing

Flexibility

### Stress Management

Stress Tolerance

Impulse Control

### General Mood

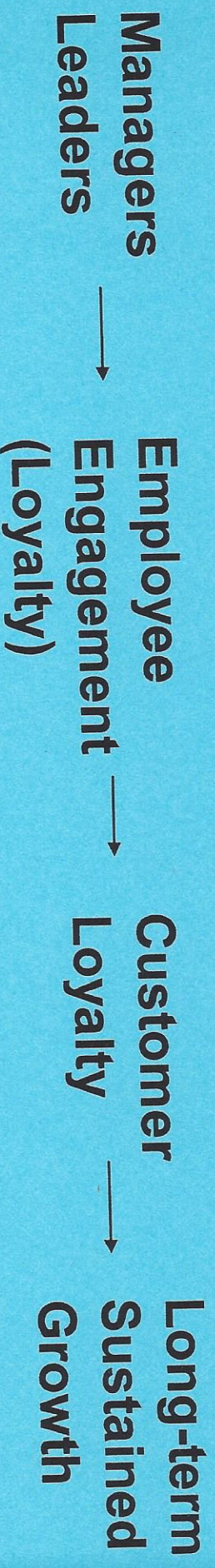
Happiness

Optimism

# Emotional Intelligence: The Research

- A study of 515 senior global executives found that the most successful had the strongest emotional intelligence. In fact, EQ was a better predictor of leadership success than relevant business, previous academic achievement or IQ.
- Center for Creative Leadership conducted a derailed executives study analyzing rising stars who flamed out prematurely. The primary cause: interpersonal defects.
- In 181 job descriptions of 121 successful companies, 2 out of 3 competencies are emotional competencies.

# The Service Profit Chain: A Business Case For Developing Emotional Intelligence



# **Your Role In Harnessing The Power Of Emotional Intelligence At Work**

- **Recognize that people are emotional first and rational second – logic makes people think, emotions make people act**
- **Realize the only way to manage emotions is through caring relationships – empathy is a key characteristic of “top quartile leaders.”**
- **Create Resonance – emotions are contagious**

**Results = Leader’s can increase the productivity of their employees by tapping into the deep well of emotional energy.**

# Developing EI As An Organizational Capacity

- **Structures and Practices of your organization need to enhance rather than hinder Emotional Intelligence abilities:**
  - **Distribution of Power**
  - **Hiring**
  - **Learning and Development**
  - **Communication**
  - **Evaluation and Reward**

# The Bar-On EQ Model

- **Why the Bar-On EQi?**

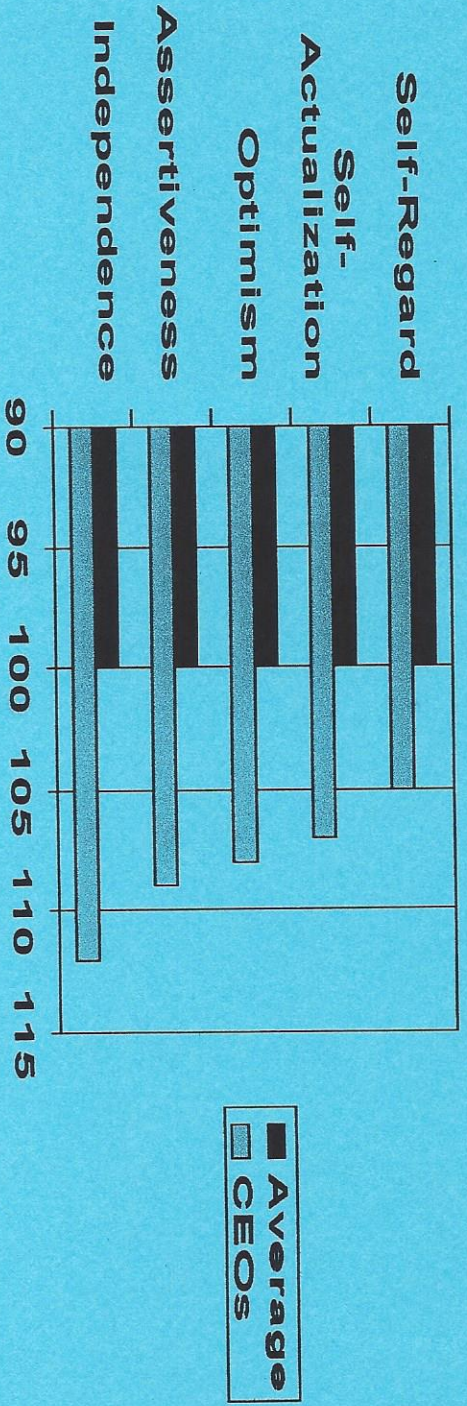
- World's first scientific measure of emotional intelligence
- Over 25 years of research
- Used in clinical, medical, educational, corporate and research settings
- Largest body of scientific data suggesting it is an accurate and reliable means of assessing EI
- Tested on over 100,000 people

- **What does the Bar-On EQi measure?**

How successful you are in coping with environmental demands and pressures. It presents a “snapshot” of your emotional well-being.



# EQ Factors For CEO's



**Lowest EQ Factors for CEOs:**

- Impulse Control
- Interpersonal Relationships

**Women CEOs versus Men CEOs**  
Higher scores for Women in:

- Empathy
- Interpersonal Relationships
- Emotional Self-Awareness

**"Superstar CEOs"**  
Higher Scores in:

- Empathy
- Self-Regard
- Assertiveness

# How Does EQ Relate To Real Business Challenges

## Biggest Challenges For CEOs and Correlation

### To EQ abilities:

1. Hiring Right: Flexibility
2. Managing Growth: Flexibility, Problem Solving, Optimism
3. Managing People: Self-Actualization, Impulse Control, Reality Testing, Self-Regard, Happiness, Stress Tolerance
4. Raising Capital: No Significant Correlation
5. Training: Assertiveness, Reality Testing, Interpersonal Relationships, Self-Regard, Flexibility, Optimism, Happiness, Self-Actualization

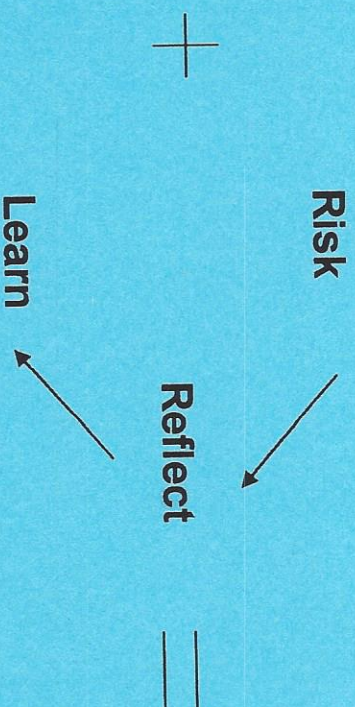
Overall: CEOs with higher EQ scores were better able to keep people and manage the growth of their company<sup>11</sup>

# Developing Your Emotional Intelligence

Personal Effectiveness Equation =

**EQ Competencies:**

- Intrapersonal**
- Interpersonal**
- Adaptability**
- Stress Management**
- General Mood**



**Decrease in Intra/Inter  
Personal Obstacles:**

**Lack of Confidence**

**Self-Doubt**

**Lack of Clarity**

**Fear and Anxiety**

**Conflict**

**Ineffective Communication**

**Lack of Trust**

# TEC Issues Worksheet

Prepare this with members ahead of time, during one-to-one. To insure that issues are introduced thoroughly, give copies to everyone at the meeting.

TEC Member: \_\_\_\_\_ Meeting Date: \_\_\_\_\_

<p>Be concise — 1 or 2 sentences that get to the heart of the problem in no uncertain terms. Is a concern, challenge, opportunity, problem, upset, personal problem, etc.</p>	<p><b>The issue is:</b></p>
<p>Effect on dollars, people, products, services, customers, family, timing, the future, etc.</p>	<p><b>It is significant because:</b></p>
<p>What you really want to happen.</p>	<p><b>My ideal outcome is:</b></p>
<p>Short bullet points on how/when/why/where it started, who the players are, the forces at work, today's status, future impact, etc.</p>	<p><b>Relevant background information:</b></p>
<p>What are the various options you could take? What options have you taken or plan to take?</p>	<p><b>What I have done up to this point:</b></p>
<p>What specific result do you want from the TEC group?</p> <p>Examples: Higher confidence on the right decision, possible solutions, alternatives, ID of consequences, where to find more info, critique of current plan, etc.</p>	<p><b>The help I want from the TEC group is:</b></p>