



Emotional Intelligence

Michelle Huber

September 20, 2017

Overview

- ▶ What is Emotional Intelligence (EQ or EI)?
 - ▶ IQ vs EQ
 - ▶ Very different
- ▶ Why do I care?
 - ▶ 90% of top performers have high EQ
 - ▶ EQ is responsible for 58% of your job performance
 - ▶ On average people with high EQ make \$29,000 more annually than their low EQ peers

Emotional Intelligence Domains

- ▶ Personal Competence
 - ▶ Self Awareness-have an understanding of one's own emotions and strengths/limitations, values and motivations
 - ▶ Self Management-follows self awareness, managing emotions
 - ▶ "The most meaningful act of responsibility that leaders can do is to control their own state of mind"
- ▶ Social Competence
 - ▶ Social Awareness-empathy that leads to the primary task of driving resonance
 - ▶ Relationship Management-resonant with a large group, knack for common ground and building rapport

	Personal Competence	Social Competence
What I see	Self-Awareness	Social Awareness
What I do	Self Management	Relationship Management

Self Awareness

- ▶ Emotional Self Awareness-an attunement to your inner signals “gut check”
- ▶ Accurate Self Assessment-knowing your weaknesses and strengths and welcoming feedback
- ▶ Recognizing your emotions as they happen and understanding your tendencies for responding to people and situations
- ▶ Self Confidence-play to your strengths

Self Management

- ▶ Self Control-manage your emotions and impulses
 - ▶ Using awareness of your emotions to choose what you say and do in order to positively direct behavior
- ▶ Transparency-authentic openness to others about feelings, beliefs and actions-integrity
 - ▶ Is what you're doing in keeping with your own values?
- ▶ Adaptability-juggle multiple demands without losing focus and energy
- ▶ Achievement-continual learning and seeking performance improvements
- ▶ Initiative-control of your own destiny
- ▶ Optimism-roll with the punches, glass is ½ full

How do we do it?

- ▶ How do you become self aware?
- ▶ How do you self manage?

Social Awareness

- ▶ Empathy-attuned to a wide range of emotions signals for a person or group
- ▶ Understanding where the other person is coming from- regardless of whether or not you agree
- ▶ Organizational Awareness-politically astute leveraging social networks and key power relationships
- ▶ Service-fostering an emotional climate so that relationships stay on track

The Case for Empathy

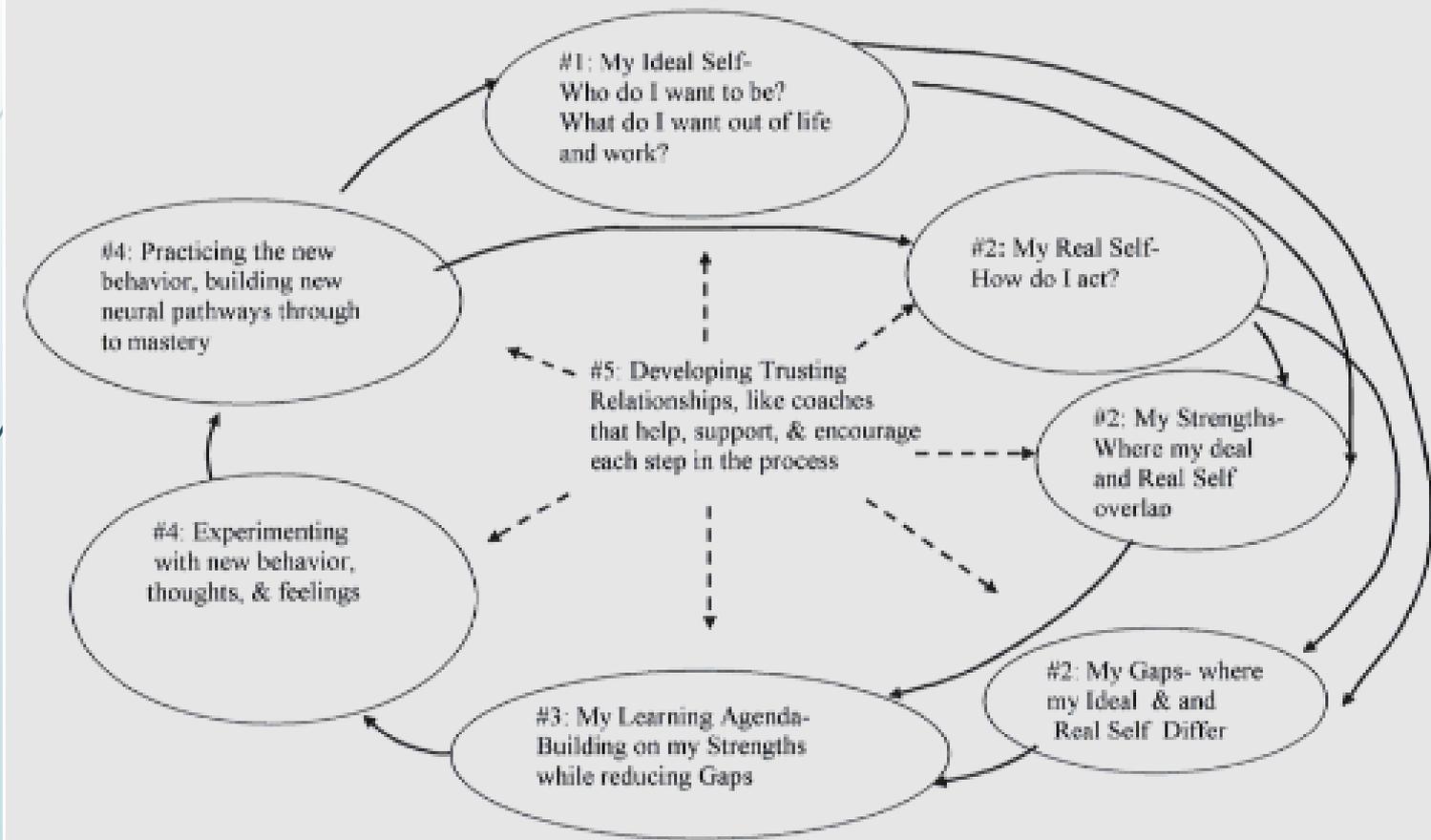
- ▶ Fundamental competence of social awareness
- ▶ Isn't I'm ok, you're ok
- ▶ Is taking employees feelings into consideration and then making intelligent decisions
- ▶ Empathetic leaders seem approachable and listen carefully. Empathy is a key to retaining talent.
- ▶ Empathy is key in cross cultural dialog
- ▶ Top reason for talent leaving is a tuned out dissonant leader

Relationship Management

- ▶ Inspiration-create and move people with a compelling vision
- ▶ Influence-persuasive and engaging when addressing a group
- ▶ Developing others-show genuine interest in helping people on their journey
- ▶ Change catalyst-the ability to recognize the need for change
- ▶ Conflict management-draw out all parties, understand differing perspectives and find common goals
- ▶ Teamwork and collaboration-generate an atmosphere of friendly congeniality and are models of respect and cooperation

How do I improve my EQ?

Figure 1. Boyatzis' Theory of Self-Directed Learning (Goleman, Boyatzis, and McKee, 2002)



Self Directed Learning

- To change in sustainable ways it's a constant cycle of:
 - My Ideal Self-Who do I want to be?
 - My Real Self-Who am I? What are my strengths and gaps?
 - My learning agenda-How can I build on my strengths while reducing my gaps?
 - Experiment and practice with new behaviors to master
 - Develop supportive and trusting relationships that make change possible.

Challenge to you

- ▶ Walk the talk. Take 30 to 60 minutes to reflect on the qualities you can't stand when you see them in others or in yourself. The opposite of these qualities is a reflection of what you stand for. Choose the one that you believe you embody least well. Think of what activities you could build into your life to close this gap and build them into your routine.
- ▶ Try keeping a journal to help build your awareness of how you're feeling throughout the day. Choose at least two specific times to check in with yourself - once in the morning and once in the afternoon or evening. If you're feeling negative, think about what put you there and what you could do to improve the quality of your energy.
- ▶ Reflect on your missteps. At the end of a workday or before you go to sleep, take a few minutes to ponder this question: "Was there a situation in which I behaved badly today?" Next, ask yourself, "How would I have behaved at my best?"
- ▶ Send someone on your team a thank you card, acknowledge the work that they have done not only their day job but anything related to making the team function better.

Further Resources

- ▶ EQ Self Assessment Checklist
 - ▶ (<http://www.hrdpress.com/site/html/includes/items/AEI.html>)

- ▶ Bibliography
 - ▶ Be Excellent at Anything
 - ▶ Emotional Intelligence 2.0
 - ▶ Primal Leadership
 - ▶ Emotional Intelligence and Project Management