Enhancing Leadership Through Emotional Intelligence
## THE CONTINUUM

### THE 3 COMPONENTS OF INFLUENCE AND LEADERSHIP

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Emotional Intelligence

In the past, intelligence was mostly measured by 'book smarts' or cognitive areas such as:

- analytic reasoning
- verbal skills

IQ is a weak predictor for

- achievement
- leadership effectiveness
- career satisfaction

More compelling predictors of career success are:

- Ability to handle frustration
- Ability to manage emotion
- Ability to read others

What is EI and why does it matter?

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.”

Goleman, 1998

Emotional intelligence is a type of intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions.

The central finding of EI research is that emotions are essentially contagious, and thus a leader's attitude and energy can "infect" a workplace either for better or for worse.
EMOTIONS AND THE BRAIN

1. Information enters the brain through the Spinal Cord.
2. Information goes through the limbic system. Feelings are triggered.
3. Rational thought occurs in the Frontal Cortex.

THE IMPACT IS MEASURABLE

Studies prove that the link between EQ and job performance of all positions is notable.

United States Air Force
In the mid 1900s, the Air Force was losing 35% of recruiters who could not meet quotas during the first year. To combat this, an EQ selection process was developed. After the first year of the program, only 5% of recruiters did not reach their quotas. This saved $3,000,000 in training costs alone.

Hallmark
Senior Leadership high in EQ was 25% more productive than their lower EQ counterparts. EQ was more important to executive job performance than traditional leadership competencies including integrity, strategic thinking and focus on results.

IBM, Lucent, PepsiCo and British Airways
These companies participated in a 500-company study that analyzed the impact of different leadership skills on the job. Across industries, EQ was more important to job performance and success than any other skill.

American Heart Association
The AHA completed a study which ended up demonstrating the positive impact of EQ on the immune system.

Harvard Medical School
Studies have actually mapped physical differences in the brain based on emotional intelligence.
SIGNS OF HIGHER & LOWER EI

Higher EI

➢ Expresses feelings clearly and directly.
➢ Does not disguise thoughts as feelings.
➢ Is not afraid to express feelings.
➢ Is not dominated by negative emotions.
➢ Is able to accurately read non-verbal communication.
➢ Balances feelings with reason, logic, and reality.
➢ Acts out of desire, rather than duty, guilt, force or obligation.
➢ Is interdependent.
➢ Is intrinsically motivated.
➢ Is not motivated by power, wealth, status, fame, or approval.
➢ Is emotionally resilient.
➢ Tends to feel optimistic, but is also realistic, and can feel pessimistic at times.
➢ Does not internalize failure.
➢ Is interested in other people’s thoughts and feelings.
➢ Is not immobilized by fear or worry.
➢ Consistent good health.

Lower EI

➢ Doesn't take responsibilities for his feelings; but blames others for them.
➢ Is insensitive to others' feelings.
➢ Demonstrates no empathy, no compassion.
➢ Withholds information
➢ Frequently feels inadequate, disappointed, resentful, bitter or victimized.
➢ Does not consider others before acting.
➢ Is rigid, inflexible.
➢ Plays games; is passive/aggressive, indirect or evasive.
➢ Is a poor listener…interrupts.
➢ Invalidates.
➢ Misses the communication.
➢ Lacks integrity and a sense of conscience.
➢ Is uncomfortable to be around.
➢ May be overly pessimistic.
➢ Holds many distorted and self-destructive beliefs.
➢ Carries grudges; is unforgiving.
➢ Consistent health issues.
# REUVEN BAR-ON EQ-i MODEL

## IntRApersonal
The IntRApersonal realm of emotional intelligence concerns what we generally refer to as the “inner self.”

Subscales include:
- Self-Regard
- Emotional Self-Awareness
- Assertiveness
- Independence
- Self-Actualization

## IntERpersonal
The IntERpersonal realm of emotional intelligence concerns what are known as people skills.

Subscales include:
- Empathy
- Social Responsibility
- Interpersonal Relationship

## Stress Management
Stress Management concerns the ability to withstand stress without caving in, falling apart, or losing control.

Subscales include:
- Stress Tolerance
- Impulse Control

## Adaptability
The Adaptability realm of emotional intelligence concerns the ability to size up and respond to a wide range of difficult situations.

Subscales include:
- Reality Testing
- Flexibility
- Problem Solving

## General Mood
General mood concerns your overall outlook on life, your ability to enjoy yourself and others and your overall feelings of contentment or dissatisfaction.

Subscales include:
- Optimism
- Happiness
COST OF EMOTIONAL ILLITERACY

• lack of innovation and creativity

• unsuccessful reengineering and process improvement initiatives

• decreased productivity

• decreased customer satisfaction and customer loyalty

• career derailment

• high turnover

• stalled change initiatives

• declines in revenue

• increases in stress and healthcare costs

• negative organizational climate/culture

• workplace violence

• high levels of frustration, anger, sadness, and personal suffering
TYPES OF PROFESSIONS

Analysis of the global database of EI scores indicates that there is essentially no difference among the average scores of various professions.

- The unemployed often receive lowest scores.
- Customer service professionals often receive highest scores.
- Scores climb with titles and responsibilities. Middle managers tend to have higher scores than CEOs who tend to have much lower scores.

PUBLIC SAFETY & EI

FBI Studied Public Safety Personnel. Key competencies were identified.

EI & HEALING

- Patients who learn and practice Emotional Intelligence skills during treatment recover faster from heart disease and cancer.
- Teaching Emotional Intelligence to those with life-threatening illnesses has been shown to reduce their rate of reoccurrence, lessen recovery times, and lower death rates.
- Research at Harvard Medical School has mapped physical differences in the brain showing the amount of traffic flowing between the rational and emotional brain centers can have a real impact on the size and structure of areas within the brain.
- Emotional Intelligence skills strengthen the brain's ability to cope with emotional distress, which enhances the functioning of the immune system.
EI & LEADERSHIP

• “Great leaders move us.”

• *What & How* counts.

• Research shows REALISTIC optimistic leaders retain their people.

• The more emotionally demanding the work, the more empathetic leaders need to be.

• Every 1% improvement in climate = 2% increase in revenue.

Think back or to your current leaders?

Describe the characteristics of those leaders you admired.

Describe the characteristics of those leaders you had a hard time working with.

Which leaders had strong EQ?
MAINTAINING & ENHANCING EI

• Measure EI

• Go through results with an Experienced EQ Coach.

• Recognize effective and ineffective Thoughts & Behaviors.

• Pick up to three behaviors or areas to focus on at one time.

• Write down the changes you want to make. EQ Plan.

• Think seconds a day.

• Remember internal and external modifications.

• Get feedback – learn, don’t react.
FOR MORE INFORMATION

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