

# The Leadership Series:



Emotional Intelligence  
(EQ)

# Objectives

At the end of this module, you will be able to:

- Define Emotional Intelligence
- Use EQ to be a better leader
- Successfully delegate tasks
- Give effective feedback
- Contribute to a positive organizational culture



# Redefining “Intelligence”

- What comes to mind when you hear that someone is smart or intellectual? Do you picture a nuclear physicist or a computer programmer?
- But what about someone who can inspire others or resolve a conflict?
- You’ve heard of IQ as a measure of intellect... Now meet EQ, the Emotional Intelligence Quotient!



**IQ**



**EQ**

# What is Emotional Intelligence?

The ability to...

- identify,
- assess,
- manage,
- and control the emotions of one's self, of others, and of groups.



# Four Parts of EQ

## Emotional Intelligence

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graph LR; A[Emotional Intelligence] --- B[Managing Emotions]; A --- C[Understanding Emotions]; A --- D[Facilitating Thought]; A --- E[Perceiving Emotions];
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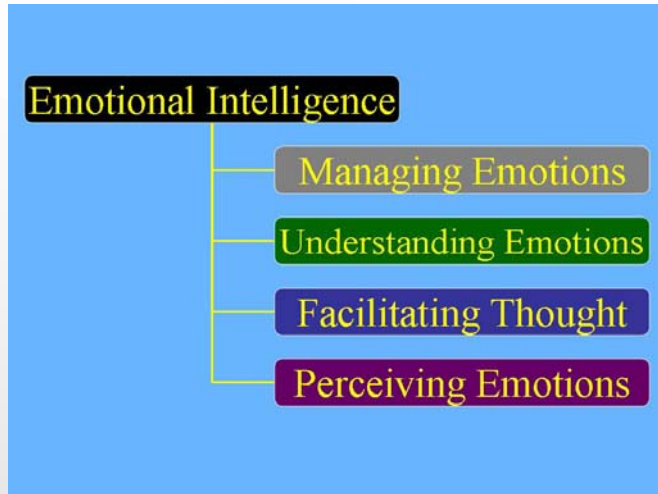
Managing Emotions

Understanding Emotions

Facilitating Thought

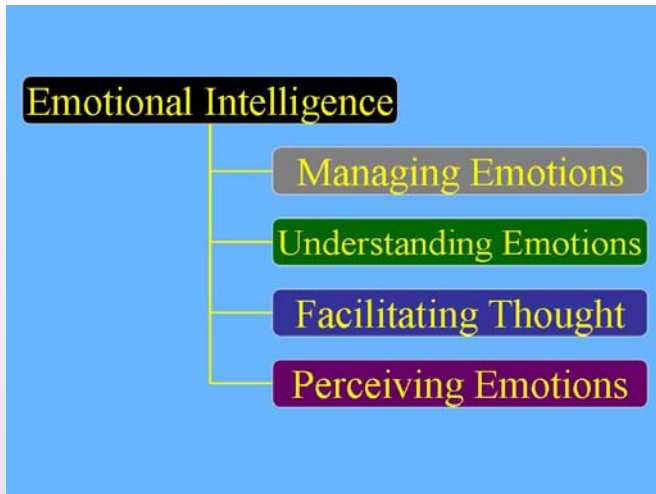
Perceiving Emotions

# Perceiving Emotions



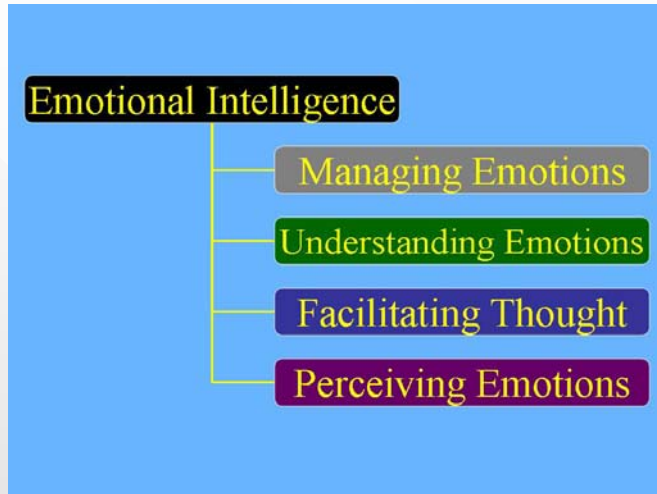
The most basic part of EQ has to do with nonverbal expression of emotion. Facial expressions like happiness, sadness, or fear, are universally recognizable in human beings.

# Using Emotions to Facilitate Thought



Cognitive scientists point out that emotions prioritize thinking. In other words: something we respond to emotionally is more likely to grab our attention.

# Understanding Emotions

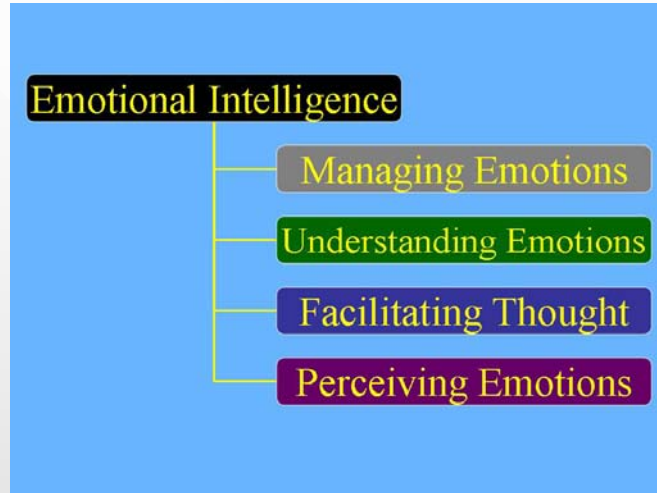


Emotions convey information: Happiness usually indicates a desire to be with others, while fear indicates a desire to escape.

Each emotion conveys its own pattern of possible messages, and actions associated with those messages.

A message of anger, for example, may mean that the individual feels treated unfairly. That anger leads to certain actions: peacemaking, attacking, or withdrawal.

# Managing Emotions



Finally, emotions can be managed. It is possible to regulate and manage one's own and others' emotions so as to achieve personal and social goals.

# Three Examples of EQ in Action

1. A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them (Walter V. Clarke Associates, 1997).
  2. At L'Oreal, sales agents selected on the basis of certain emotional competencies - including learned optimism - significantly out sold salespeople selected using the company's old selection procedure.
  3. After supervisors in a manufacturing plant received training in emotional competencies such as how to listen better and help employees resolve problems on their own. After training: lost-time accidents were reduced by 50 percent, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000 (Pesuric & Byham, 1996).
- For more examples of EQ at work, visit:  
[http://www.ihhp.com/business\\_case.htm](http://www.ihhp.com/business_case.htm)

# Assessing Personality

*“The best predictor of future behavior is past behavior.”*

You might use words such as talkative, cheerful, cold, disorganized, or compulsive to describe various people you know. Also, you have probably observed that these various behaviors stay with the person consistently over time and throughout a variety of circumstances.

Being able to handle people with different personality types is a key part of having high EQ.



# Helpful Exercises

Self-Assessment Exercise:

<http://www.ihhp.com/quiz.php>

Becoming Self-Aware:

<http://www.articlesnatch.com/Article/Emotional-Intelligence---Emotional-Self-awareness---The-First-Step/434847>

# Using EQ to be a Better Leader



Emotional Intelligence comes into play when leaders create a vision, delegate tasks to their employees, provide feedback on performance, and seek to understand the organizational culture.

# Vision



**"There's nothing more demoralizing than a leader who can't clearly articulate why we're doing what we're doing." --James Kouzes and Barry Posner**

# Characteristics of a Visionary Leader

- Choose to lead.
- Be the person others choose to follow.
- Provide vision for the future.
- Provide inspiration.
- Make other people feel important and appreciated.
- Live your values. Behave ethically.
- Set the pace through your expectations and example.
- Establish an environment of continuous improvement.
- Provide opportunities for people to grow, both personally and professionally.
- Care and act with compassion.

# How to Use EQ to be a Better Leader:

- List, off the top of your head, the three most exceptional people you've ever known. Then note, what it was about these people that made them exceptional and memorable. Use these people as your role models.
- Use your EQ to develop perspective. People without perspective can only see the world from their own limited viewpoint. When you have perspective, you can step outside your own worldview and acknowledge other viewpoints.
- Pay attention to conflict. Be sure to listen to both sides. Believe it or not, there often can be too much agreement (referred to as “groupthink”) that can be just as unproductive. Don't take the proverbial “Road to Abilene” – agreement for the sake of avoiding disagreement or confrontation.
- Use feedback from your heart, not just your head.

# Delegating



Successful delegation of authority as a leadership style takes time and energy, but it's worth the time and energy to help employees succeed, develop, and meet your expectations.

# Tips for Successful Delegating

- Whenever possible give the person a whole task to do. (Employees contribute most effectively when they are aware of the big picture.)
- Make sure the employee understands exactly what you want them to do. Have the employee repeat back to you to make sure your instructions were understood.
- Identify the key points of the project or dates when you want feedback about progress. You need assurance that the delegated task or project is on track.
- Identify the measurements or the outcome you will use to determine that the project was successfully completed.
- Determine, in advance, how you will thank and reward the employee for their successful completion of the task or project you delegated.

# Effective Feedback

## DO...

- Ensure that performance improvements following the feedback are recognized and rewarded
- Keep the feedback behaviorally oriented, not personal
- Emphasize continuous learning/improvement
- Feedback needs to be consistent
- Always keep negative feedback one-on-one
- Remember that it can take time for individuals to become comfortable with receiving feedback
- Make feedback specific, clear, and timely
- Give the individual receiving the feedback an opportunity to dialog & choose how to respond if possible.
- Check for understanding.



# Ineffective Feedback



## DON'T...

- Sugarcoat negative feedback.
- Monologue.
- State what you're unhappy about without offering a clear picture of what you want.
- Present an action plan without first getting agreement about the problem.
- Give positive feedback without specifics. (e.g. "You're awesome!"; "You do such a great job!").
- Mistake valid reasons for excuses.
- Use vague judgments without specific examples.
- Deliver a long preamble before giving the negative feedback.
- Wing it.
- Give feedback only when there is a problem.

# Creating a Positive Organizational Culture



## *What is Organizational Culture?*

In a nutshell, it's what makes one organization different from another. Culture can be expressed in visible artifacts, like uniforms or a dress code, or through behaviors such as whether being late is tolerated versus considered unacceptable.

The most important facet of culture is Values. There may be a difference between stated values and operating values. For example, a stated value might be that work-life balance is important, but rewards are given to those employees who work long hours and travel frequently.

# How Can the Leader Help?



The leader should examine their own behaviors and values to make sure that they are aligned with the espoused culture. If hard work is valued, does the leader set an example by pulling his or her own weight?

# Consequences Influence Culture

The consequences of behavior (what behavior is rewarded and what is punished) can significantly influence culture.

For example: If the leader reacts to new ideas by ridiculing the ideas and those who propose them, it won't take long before people believe that new ideas are not welcomed or desired.

They will think: "Don't raise questions or suggest improvements, because nothing will come of it and you'll just get in trouble."



# A Crisis Reveals True Values

Leader reactions to critical incidents and crises are opportunities to either positively or negatively impact the organizational culture. The way leaders react to crises says a lot about underlying core values.

Disconnects between actions and words will be apparent. Actions always speak louder than words!

# Conclusion

Use EQ to be an effective leader by...

- recognizing and managing both one's own and others' emotions,
- creating a motivating vision,
- empowering employees,
- & contributing to a positive culture.