Emotional Intelligence

The Critical Underpinning of Leadership Success

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Today’s Presenters

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Today’s Discussion

- Background of Emotional Intelligence
- Business link for EI
- How EI ties to Leadership
- High-level overview of models of EI
- Seven EI skills - Genos International
- Case study snapshot
Emotional Impact in the Workplace

Frustrated

Tired or asleep at the wheel

Depressed
Emotional Intelligence (EI) relates to a person’s ability to:

- Perceive feelings and emotions
- Understand and utilize the information in emotions
- Manage and regulate emotions
The Power of Emotional Intelligence

- Not a new concept
- Darwin’s take (150+ years ago)
- Conceptualized by Peter Salovey and Jack Mayer (1990)
- Our partner, Genos Founder Dr. Ben Palmer, creates a practical application focused solely on the workplace (2002)
Today EI has the three critical ingredients for longevity as a psychological construct...

- Global body of researchers
- Global body of critics
- Global body of practitioners focused in its application in a range of contexts, including:
  - Work and career
  - Home and family, and
  - Education and schools
Science of Emotional Intelligence

- **Nature...**
  - Neuro-efficiency differences in processing emotional information determined from neuro-imaging studies, and
  - Different areas of the brain appear to be involved in the generation and awareness of different emotions

- **Nurture...**
  - Women around the world do score higher than men in EI instruments
  - There are differences in EI in different age groups (with age comes wisdom), and
  - The manifestation of EI differs across cultures
The Power of EI... and Leadership

“I would like my life back.”
Research Findings:

- Leadership Effectiveness (36%*)
- Sales Performance (23%*)
- Organizational Commitment (22%*)
- Absenteeism (29%*)
- Job Satisfaction (24%*)
- Occupational Stress (19%*)
- Innovation (12%*)
- Teamwork Effectiveness (14%*)
- Customer Service (12%*)

* Percentage explained by Genos EI
Models and Assessments of EI

1. Ability-based
   Models that conceptualize EI as a set of abilities to do with emotions much like IQ

2. Trait-based
   Models that conceptualize EI as an array of emotional and social traits, e.g. “self-regard”

3. Competency-based
   Models that conceptualize EI as a set of emotional competencies defined as “a learned capability based on EI”, e.g. the skill of perceiving and understanding others emotions, based on one’s emotional perception ability
Genos Model of Emotional Intelligence

“A set of seven skills that define how effectively we perceive, understand, reason with and manage our own and others’ feelings.”

ACT Model of Change

A - Awareness
C - Choice
T - Tenacity

Source: Dr. Stephen Brock, Kennesaw State University
As we examine the 7 skills... how are you doing?

1-10
How important is EI in your role?

1-10
How well are you doing in practicing this skill?
Skill 1: Emotional Self-Awareness

The skill of perceiving/understanding one’s own emotions

At work, people **effective** in this skill of EI...

- Are more “in-tune” with their moods, feelings, and emotions at work, and
- Demonstrate greater awareness of how their emotions may be influencing their thoughts and decisions

As a result they...

- Better recognize the impact their moods, feelings, and emotions have on their outward displays and behaviors
Emotionally Intelligent Leaders use Emotional Self Awareness to...

- Determine what motivates them to be an effective leader
- Recognize how their feelings are impacting their thoughts, decisions, behavior, and performance at work
- Identify what makes them feel uneasy about a specific strategic imperative
Skill 2: Emotional Expression

The skill of effectively expressing one’s own emotions.

At work, people **effective** in this skill of EI...

- Communicate how they feel about various issues at work, and
- Create greater understanding about themselves amongst their colleagues

As a result they ...

- Are often described by colleagues as “genuine and trustworthy”
Emotionally Intelligent Leaders use Emotional Expression to...

- Create greater understanding among colleagues
- Generate trust and perceptions of genuineness with others
- Inspire commitment from those they lead when presenting the organization’s vision
- Create a shared understanding of the organization’s goals with those they lead
Skill 3: Emotional Awareness of Others

The skill of perceiving and understanding others’ emotions

At work, people **effective** in this skill of EI...

- Understand what typically makes people feel various ways in the workplace, and
- Are proficient at reading others’ emotional/mood states at work, e.g. bored with a given task

As a result they...

- More effectively engage with, respond to, motivate, and connect with others
Emotionally Intelligent Leaders use Emotional Awareness of Others to...

- Better understand others and how to engage, respond, motivate, and connect with them
- Build greater rapport with those they lead
- Understand what motivates others to success
The skill of using emotional information (from yourself and others) in reasoning, planning, and decision-making

At work, people effective in this skill of EI...

- Consult others’ feelings on issues at work to help derive solutions, and
- Consider their own feelings on issues at work when decision-making

As a result they...

- Achieve greater buy-in to decisions they implement in the workplace.
Emotionally Intelligent Leaders use Emotional Reasoning to...

- Enhance buy-in to a strategic imperative when multiple stakeholders are involved
- Utilize multiple sources of information when developing the organization’s strategic plan
- Take calculated risks to leverage a market advantage
Skill 5: Emotional Self-Management

The skill of effectively managing your own emotions

At work, people **effective** in this skill of EI...

- Move on quickly from events that cause them adversity, and
- Implement strategies to help them maintain positive moods and emotions in the workplace

As a result they...

- Cope more effectively with high work demands and occupational stress
Emotionally Intelligent Leaders use Emotional Self-Management to...

- Generate personal job satisfaction and engagement
- Improve their ability to cope with work demands
- Remain positive and optimistic when under pressure
- Change their mood to remain proactive in the face of adversity
Skill 6: Emotional Management of Others

The skill of influencing the moods and emotions of others

At work, people **effective** in this skill of EI...

- Create environments that make people feel more optimistic and positive in the workplace, and
- Help people identify more effective ways of responding (behaving) to events that are causing them adversity

As a result they...

- Are good at improving workplace productivity and performance
Emotionally Intelligent Leaders use Emotional Management of Others to…

- Create positive work environments for those they lead
- Generate greater productivity and performance from others
- Inspire others to tap into their “discretionary efforts”
Skill 7: Emotional Self-Control

The skill of effectively controlling strong emotions that you experience

At work, people effective in this skill of EI...

- Have a long “fuse”
- Express anger and other strong emotions in the right way, at the right time, and with the right person,
- Find it easy to concentrate on a task when really excited or upset about something

As a result they...

- Are resilient in the face of strong adversity
Emotionally Intelligent Leaders use Emotional Self-Control to...

- Improve their emotional well-being
- Think clearly in stressful situations
- Lead effectively in situations that cause strong emotions
- Remain tolerant of others in difficult situations
How did you do?

1-10 How important is EI in your role?

1-10 How well are you doing in practicing this skill?
1. The Genos model delivers a practical and measurable set of seven skills that you can teach and coach at all levels of an organization - even your most left brain types.

2. The seven skills define how you perceive, understand, reason with, and manage your own and others’ feelings.

3. Demonstrating the seven skills and associated behaviors has measured business impact.
Case Study Snapshots

Fortune 100 HR Team

Sales Teams

Technology or Product Teams

EXCELERATION PARTNERS
Thank You!

To complete your own *Emotional Intelligence Snapshot* and receive a complimentary consultation on your results go to the “Special Offers” section on our home page:

www.excelerationpartners.com

For additional information on the Genos EI Multi-Rater Instruments or other Leadership Development solutions contact:

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