

Emotional Intelligence

Empowering Leadership

Agenda

- ▶ What is it, really?
- ▶ What do we know about EI?
- ▶ How can we build EI?
- ▶ How can we use EI in the workplace?





What is it?



What is EI?

Emotional Intelligence (EI) is best conceptualized as an
ABILITY

- ▶ Perceiving Emotions
- ▶ Facilitating Thought
- ▶ Understanding Emotions
- ▶ Managing Emotions

Salovey & Mayer (1990)



Definition: **Perceiving Emotions**

The ability to
perceive emotions in oneself and others
as well as in objects, art, stories, music,
and
other stimuli



Definition: **Facilitating Thought**

The ability to generate, use, and feel emotion as necessary to communicate feelings or employ them in other cognitive processes



Definition: **Understanding Emotions**

The ability to understand emotional information, to understand how emotions combine and progress through relationship transitions, and to appreciate such emotional meanings



Definition: **Managing Emotions**

The ability to
be open to feelings, and to
modulate them in oneself and others
so as to promote personal understanding
and growth



What do we know?

What we know

- ▶ **EI** *fails* to predict general performance above IQ
 - ▶ EI explains ~10% variance in general performance

 - ▶ **IQ** (not EI) is the single best predictor of general performance
 - ▶ IQ explains >25% of the variance in **general performance**
 - ▶ IQ becomes increasingly important with job complexity
 - ▶ IQ predicts leader performance (~10% of variance)
 - ▶ IQ predicts leader emergence (~25% of variance)
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▶ **EI** is key in social situations

(like **LEADERSHIP & TEAMWORK**)

- ▶ Under high stress conditions IQ becomes less salient, and **EI** enables leaders to re-focus on tasks demands



What we know about **perception**

➤ **Our emotions affect cognitive processes**

Example: Vision

- ▶ Positive moods enhance peripheral vision and broaden the scope of information that is processed
 - ▶ global perspective encourages novel thoughts and actions
 - ▶ leads to increased creativity and inventiveness.
- ▶ Negative moods direct attention centrally and filter out peripheral information



What we know about **facilitation**

➤ **Thoughts and feelings affect one another**

▶ To STOP doing one thing and START doing something else, you can **change the way you feel**



Example: Fear



What we know about **understanding**

➤ Information is power

Imagine...

If emotion
isn't information,
then it's...

- ▶ Awkward
- ▶ Uncomfortable
- ▶ Scary
- ▶ Unacceptable



What we know about **management**

Some suggest that EI is a curse; that it's better...

- ▶ to be oblivious to emotional cues,
- ▶ to lean on reason more so than emotion, and
- ▶ to free oneself from the burden of understanding emotions

Research shows that this is only true

if you can't use emotions to

promote personal understanding and growth



How can we enhance EI?

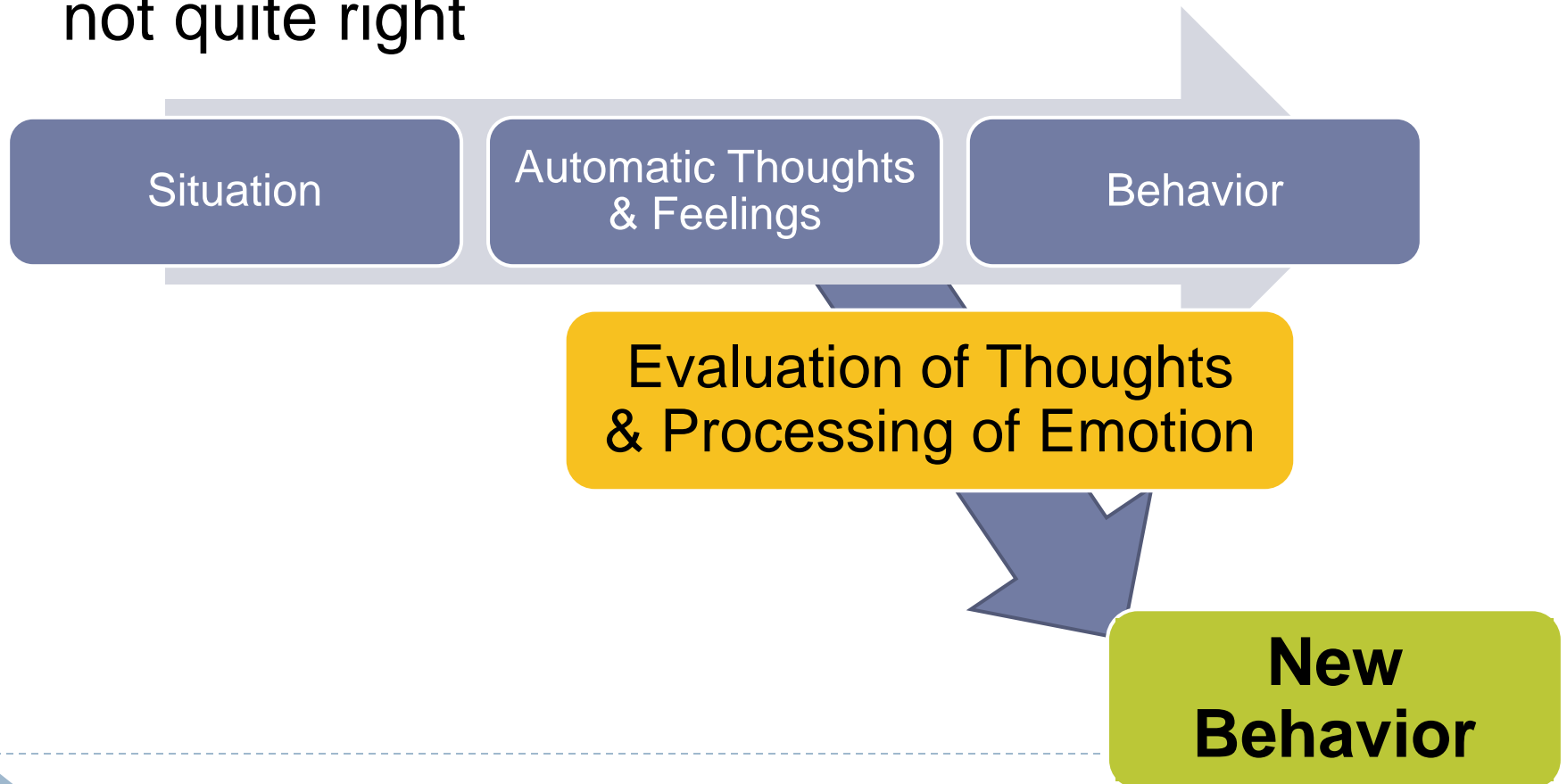
Enhancing **emotion perception**

- ▶ Practice mindfulness
- ▶ Recognize cultural and individual differences
- ▶ Overcome the “In-Group Advantage” through exposure
- ▶ Look for variance from patterns
- ▶ Learn universal “affect programs” alongside “display rules”



Enhancing **facilitation of thought**

- ▶ Use your emotions as signals that something's not quite right



Enhancing emotion **understanding**

Example: Constructive vs. Destructive Anger

Is [your response] SKILLFUL?

“Most of the unskillful experiences are based on the stress response....causing you to anxious and agitated and fear-based and threat-based...so that you’re just stupid...”

“You’re not even having a thought. It’s only when you calm down that...the unique part of your personality comes back and says,

“What do I do?”



Enhancing emotion **understanding**

- ▶ Embodied Care
 - ▶ **Caring Knowledge** – unarticulated information often acquired implicitly through our interactions with others
 - ▶ **Caring Habits** - physical actions in interactions that contribute to wellness of both oneself and others
 - ▶ **Caring Imagination** - Generalizing caring knowledge to novel situations and with strangers

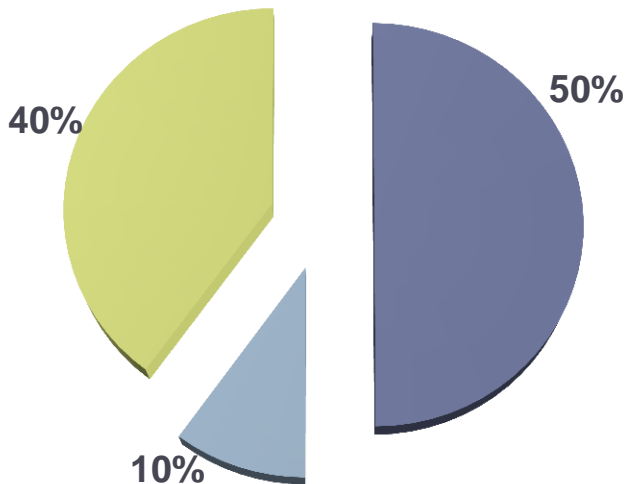


Enhancing emotion **management**

Example: Happiness takes work!

Determinants of Happiness

- Genetics
- Life circumstances
- Factors that are under our control



Enhancing emotion **management**

- ▶ Use visualization
 - ▶ !Energize!
 - ▶ ~Relax~
 - ▶ Build up
 - ▶ Brush it off



**Get excited
to work!**



How can we use it?

(just a reminder)

- ▶ **EI** is key in social situations
(like **LEADERSHIP & TEAMWORK**)
 - ▶ Under high stress conditions IQ becomes less salient, and **EI** enables leaders to re-focus on tasks demands



High Stress Leadership Situations

- ▶ An employee made a major mistake
- ▶ A critical decision has to be made NOW
- ▶ The future of your organization rests on a presentation
- ▶ A colleague grates on your nerves
- ▶ You have so many responsibilities that you don't know where to start
- ▶ Your supervisor constantly discounts your input



Case Study





THANK YOU!!



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