



What are emotions?

Emotions are a physiological experience which manifests itself in neuro-muscular, respiratory, cardiovascular and hormonal changes including modification in thought and behavior.



Emotional Intelligence

“Your ability to **recognize and understand** emotions and your **skill** at using this awareness to **manage yourself** and your **relationships** with **others.**”

Drs. Travis Bradberry and Jean Greaves

The Emotional Intelligence Quick book

Emotional Intelligence

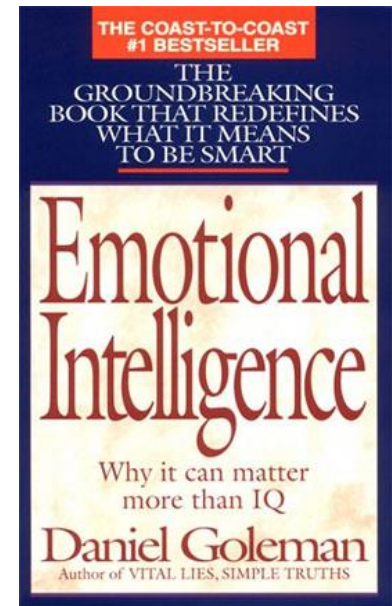
Why Is This
Important For Leaders?

The New Yardstick



Daniel Goleman, an authority on emotional intelligence in the workplace, notes that “no matter what leaders set out to do—whether it’s creating a strategy or mobilizing teams to action—their success depends on *how* they do it.

Even if they get everything else just right, if leaders fail in this primal task of driving emotions in the right direction, nothing they do will work as well as it could or should.”



Why Does Emotional Intelligence Matter?

EI Competencies distinguish the stars from the average 1	They allow leaders to create high performance climates 2	... and are better predictors of success than previous experience or High IQ 3
<p>In a study of 300 top level executives from 15 companies, 85-90% of leadership success was linked to social and emotional intelligence</p> <p>Competency Assessment Methods; History and State of the Art – Lyle Spencer 1997</p>	<p>In a study of 100 leaders from family firms – with revenues ranging from 25M to over 500M, emotional and social intelligence accounted for 2/3 of the variance in leadership effectiveness</p> <p>Miller, 2015</p>	<p>In a multinational study of 515 senior executives, EI scores were high in 75% of successful hires, but only high in 24% of failed hires</p> <p>Egon Zendher International</p>
<p>In studies of the competencies demonstrated by managers, 11 of the 12 EI competencies differentiated high potential managers and those that had already been identified for promotion;</p> <p>Ryan, Emmerling, Spencer, 2009</p>	<p>Source: Korn Ferry/Hay Group</p>	

Seinfeld



Self Awareness

- Your ability to accurately perceive your own emotions and stay aware of them as they happen.
- This includes keeping on top of how you tend to respond to specific situations and people.

Self Management

- Your ability to use awareness of your emotions to stay flexible and positively direct your behavior.
- This means managing your emotional reactions to all situations and people.

Social Awareness

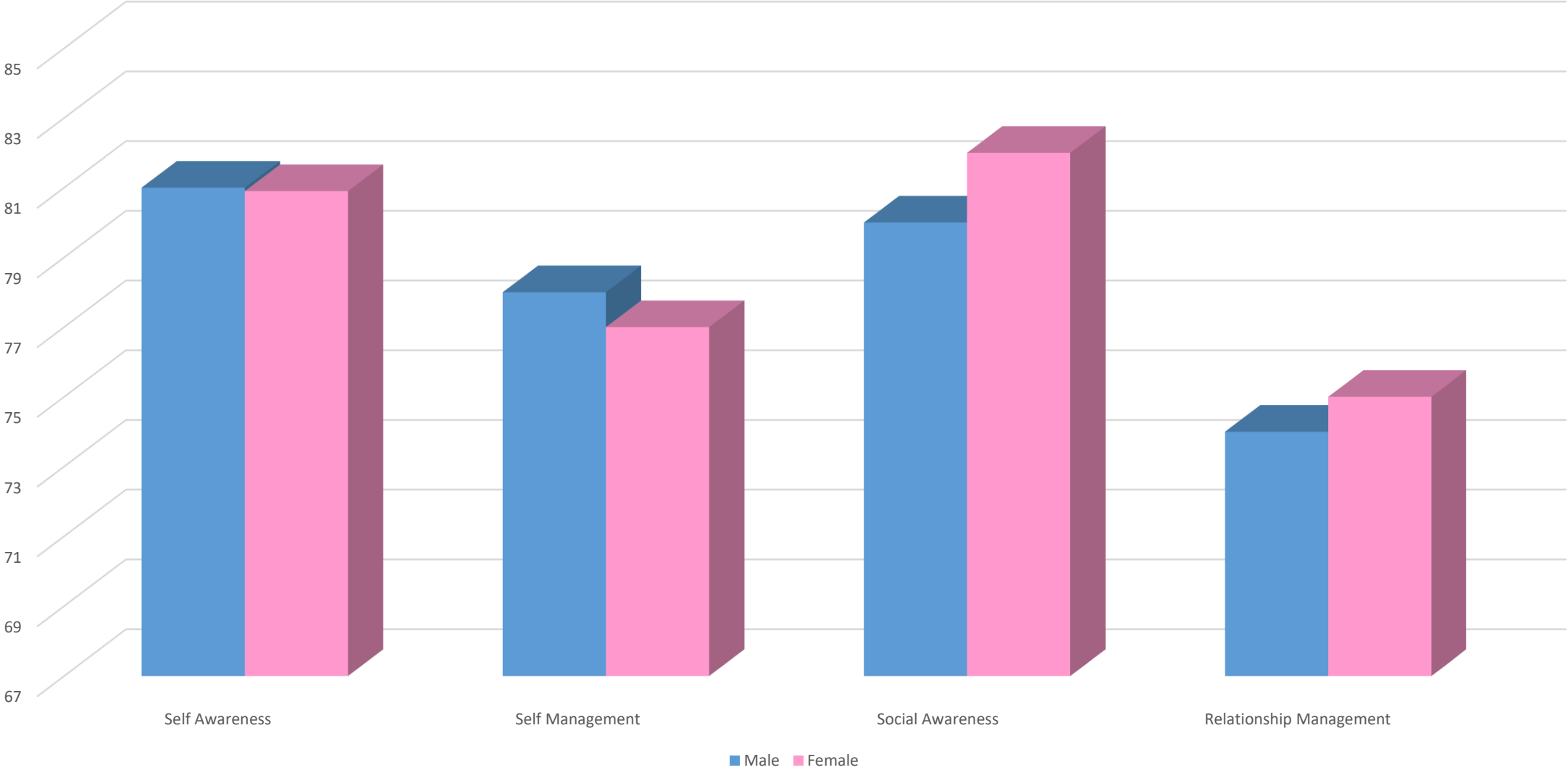
- Your ability to accurately pick up on emotions in other people and get what is really going on.
- This often means understanding what other people are thinking and feeling even if you don't feel the same way.

Relationship Management

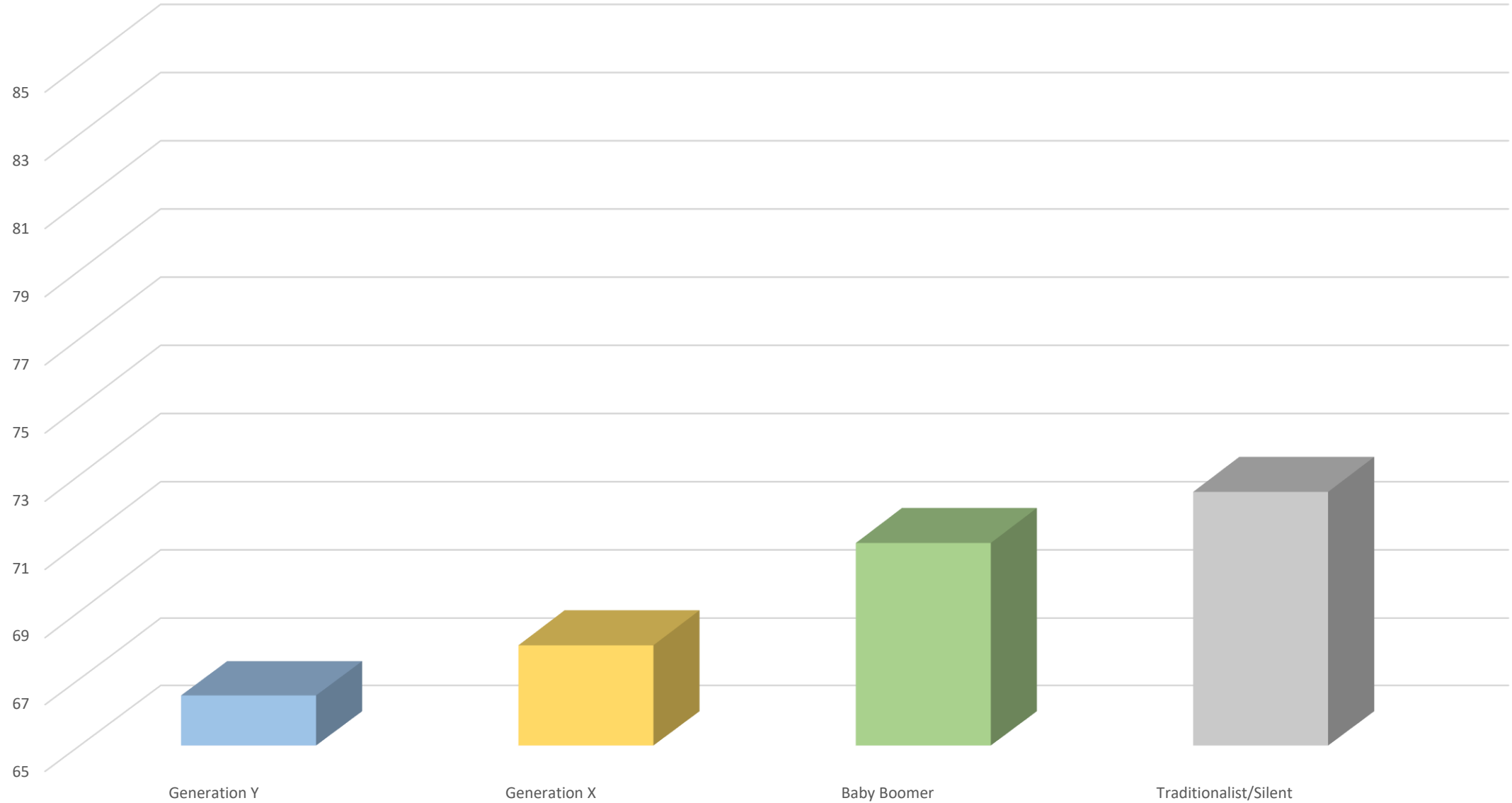
- Your ability to use your awareness of your emotions and the emotions of others to manage interactions successfully.
- This includes clear communication and effectively handling conflict.

		What I See	What I Do
		Recognition	Regulation
With Me	Personal Competence	Self-Awareness <ul style="list-style-type: none"> ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state 	Self-Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
With Others	Social Competence	Social Awareness <ul style="list-style-type: none"> ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying 	Relationship Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

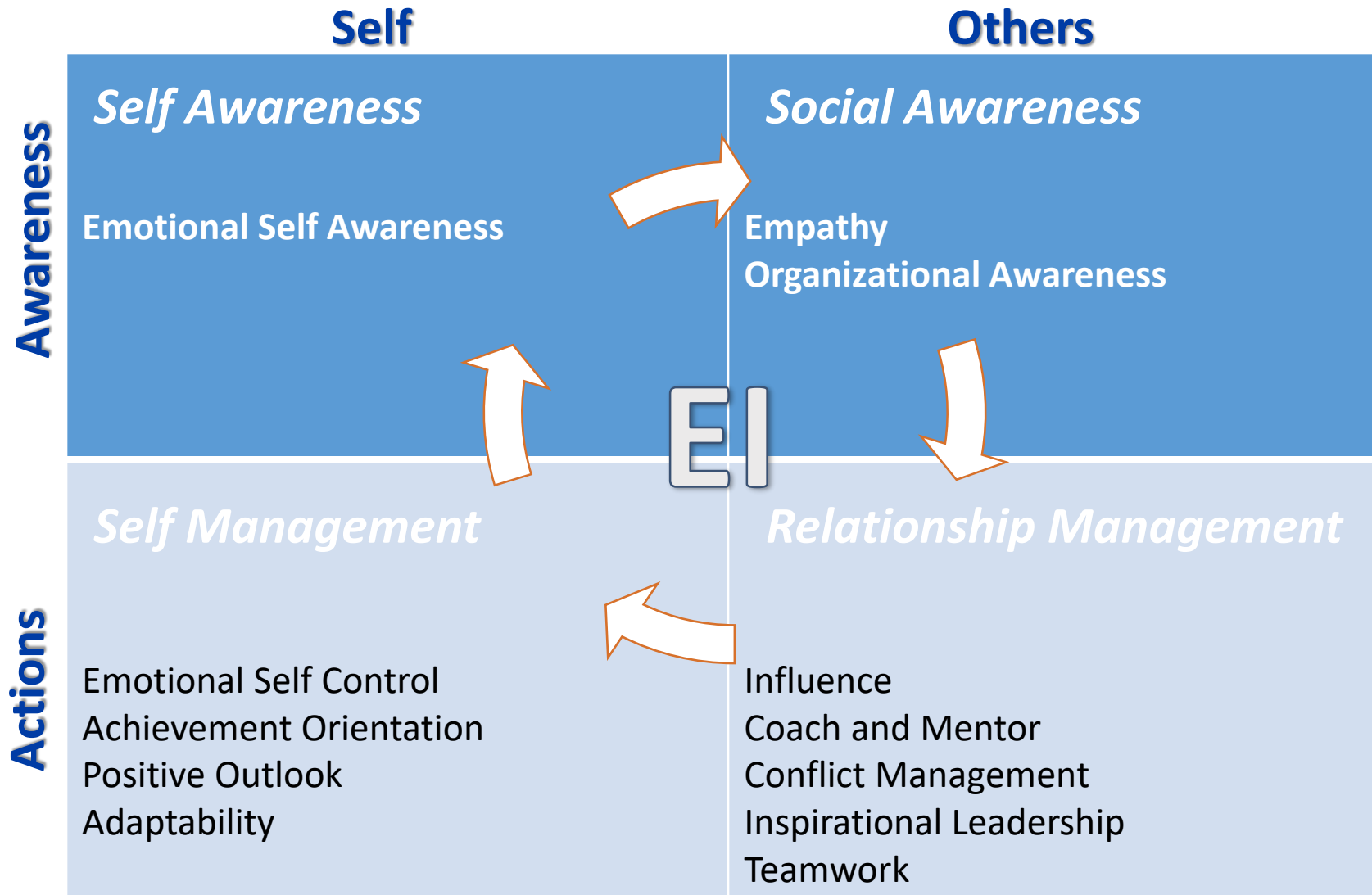
Emotional Intelligence



EQ Score By Generation



Emotional Intelligence Leadership Competencies:



= Performance

Best Leader Experiences

- Think about a time when a leader made you feel that you could accomplish or achieve more than you ever thought was possible? What did he or she say or do specifically?
- What is one thing that you can do after today to help an individual or group to feel positive, motivated and optimistic about what they can accomplish.

