



Using Emotional Intelligence for Enhanced Leadership and Effectiveness

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QUESTIONNAIRE

Directions: Read each statement and rate it honestly using the following key.

% of time the statement describes me:

1 = 0% – 25%; **2** = 26% – 49%; **3** = 50% – 74%; **4** = 75% – 90%; **5** = 91% – 100%

1. _____ I am happy with me.
2. _____ I know, at any time, how I am feeling.
3. _____ Taking into consideration my stronger and weaker traits, overall I feel good about myself.
4. _____ I am living my passion.
5. _____ I take time to enjoy life and what makes me happy.
6. _____ I know what frustrates me as well as what makes me happy.
7. _____ I share what I am thinking and feeling with others effectively.
8. _____ I would rather work with little direction.
9. _____ I tell people what I am thinking / feeling.
10. _____ I say “no” when I need to.
11. _____ Others can work with me effectively when I am upset.
12. _____ I like to work independently.
13. _____ I want to make a positive difference for others.
14. _____ I get the time I need with others I appreciate.
15. _____ I am aware of how others are feeling / thinking.
16. _____ I enjoy being with other people.
17. _____ The importance of others’ needs are equal to my own.
18. _____ I respect how others feel and think, especially when different than my own thoughts and feelings.
19. _____ I am keenly aware of what’s happening in my environment.
20. _____ I can read the environment quickly.
21. _____ Others believe I make timely and effective decisions.
22. _____ I can stay focused, even when things aren’t interesting around me.
23. _____ I make timely and effective decisions.
24. _____ I do not interrupt others.
25. _____ I am comfortable with last minute changes.

26. _____ I thrive in challenging situations.
27. _____ I can modify my thoughts, feelings, and perspective when needed.
28. _____ I always look for and see 'the light at the end of the tunnel'.
29. _____ Others would say I deal with stress effectively.
30. _____ I look for the best in people.

Scoring: Add up the total of statements:

1 – 6: _____

7 – 12: _____

13 – 18: _____

19 – 24: _____

25 – 30: _____

INTRODUCTION

Dan Goleman published the first books on the topic (in 1995).

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.

INTELLECTUAL INTELLIGENCE

Intelligence quotients (I.Q.'s) were developed and used during the initial part of the 20th century as measures of intelligence.

IQ was mostly measured by 'book smarts' or cognitive areas such as:

- analytic reasoning
- verbal skills
- spatial ability
- attention
- memory
- judgment

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

EMOTIONAL INTELLIGENCE

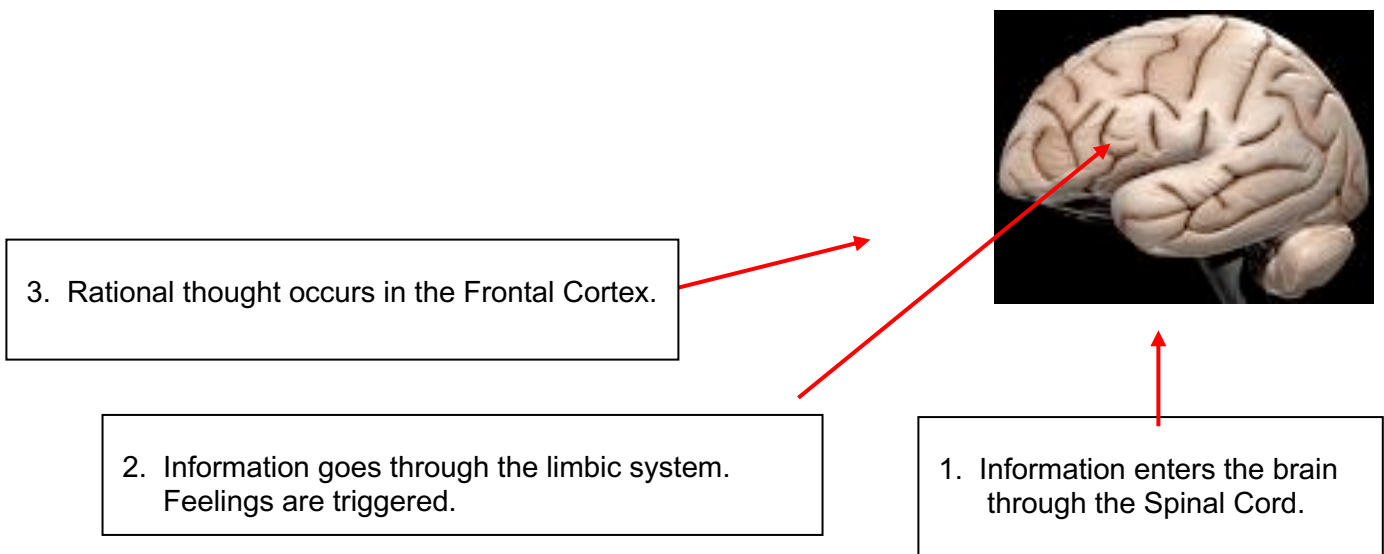
Since Dr. Goleman's book, we've learned a lot about EI competencies and about what people can do to develop them.



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



THE IMPACT OF EMOTIONAL INTELLIGENCE

United States Air Force

In the mid 1900's, 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.

L'Oreal

Interviewed potential Sales Leaders using EQ vs. traditional competencies and realized a \$91,370 sales increase per head for those selected through the program. This group also had 63% less turnover.

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. Cancer patients who were taught emotional coping skills and behavior management as part of their recovery program had less recurrence of cancer and lower incidence of death than those who were not taught those skills.

Harvard Medical School

Studies have actually mapped physical differences in the brain based on emotional intelligence.

EQ at Work

- The quality of professional communications
- The level of engagement
- Building and maintaining effective relationships
- Trust and influence
- Employee longevity
- Dealing with stress
- Dealing with change
- Making sound decisions
- Overall job satisfaction
- Dealing with the unknown
- Accomplishing goals
- Overall life satisfaction

THE 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

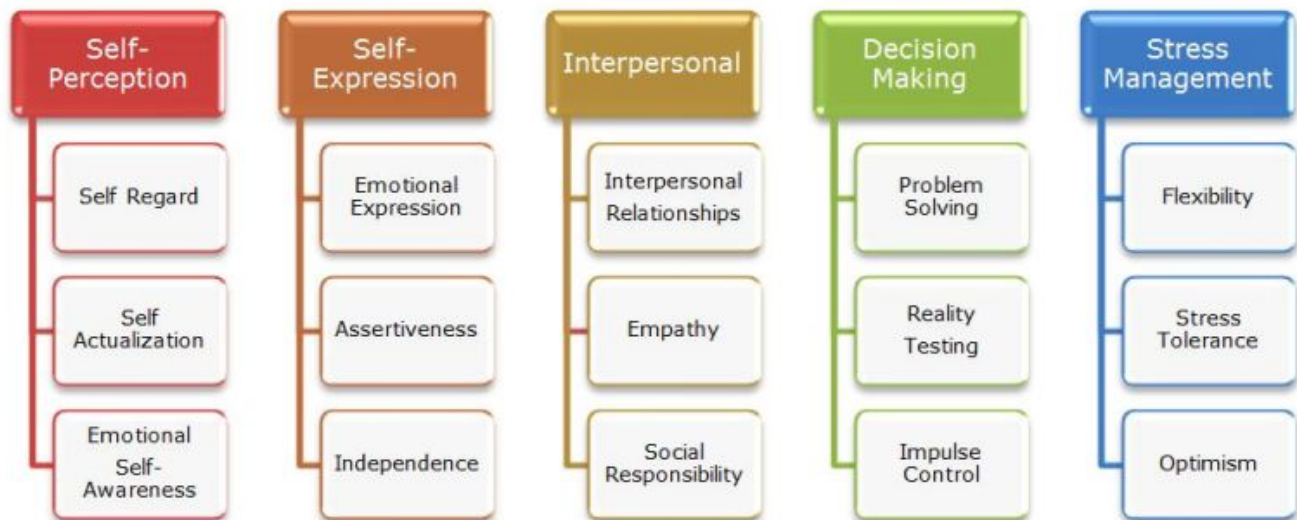
GOLEMAN'S EMOTIONAL INTELLIGENCE MODEL

	<i>Self</i>	<i>Other</i>
Knowledge	<p>Self-Awareness</p> <p><i>The capacity for understanding your own emotions, strengths, limitations, biases and motivators.</i></p> <p>Emotional Awareness</p> <p>Accurate Self-Assessment</p> <p>Self-Confidence</p>	<p>Social Awareness</p> <p><i>The capacity for understanding what others are saying and feeling and why they feel and act the way they do.</i></p> <p>Empathy</p> <p>Service Orientation</p> <p>Developing Others</p> <p>Leveraging Diversity</p> <p>Political Awareness</p>
Skills	<p>Self-Management</p> <p><i>The capacity for effectively managing your motives and regulating your behaviors.</i></p> <p>Self-Control</p> <p>Trustworthiness</p> <p>Conscientiousness</p> <p>Adaptability</p> <p>Innovativeness</p> <p>Achievement Drive</p> <p>Commitment</p> <p>Initiative</p> <p>Optimism</p>	<p>Relationship Management</p> <p><i>The capacity for acting in such a way that you are able to get desired results from others while reaching your own personal goals.</i></p> <p>Influence</p> <p>Communication</p> <p>Leadership</p> <p>Change Catalyst</p> <p>Conflict Management</p> <p>Building Bonds</p> <p>Collaboration and Cooperation</p> <p>Team Capabilities</p>

BAR-ON EQ-i

Reuven Bar-On, the originator of the term "emotion quotient" or EQ.

Possessing a slightly different outlook, he defines emotional intelligence as being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands (Bar-On, 1997).



SECTION 1: SELF-PERCEPTION

Section 1	Score	Energy Level
Total Sum 1 - 6:		
Self-Regard Sum: 1 & 3		
Emotional Self Awareness Sum: 2 & 6		
Self-Actualization Sum: 4 & 5		

Self-Regard

Individuals with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure.

Under-Used	Effectively Used	Over-Used

Self-Regard Development Exercise

Five great personal things about me are...

- 1.
- 2.
- 3.

Five great professional things about me are...

- 1.
- 2.
- 3.

Self-Actualization

Self-actualization can be summed up in three words: pursuit of meaning. While this may sound philosophical, in the business world it means finding purpose and enjoyment in your job and performing to your fullest potential.

Under-Used	Effectively Used	Over-Used

MY POTENTIAL DEFINED...

Reaching my personal potential would mean that I would...

Reaching my professional potential would mean that I would...

What do I want to accomplish within the next year?

What do I want to accomplish within 5 years?

What do I want to accomplish within 10 years?

Emotional Self-Awareness

If you have a solid understanding of what causes your emotions, it is much easier to regulate your behavior and control the impact your emotions have on those you work with.

Under-Used	Effectively Used	Over-Used



Section 2: Self-Expression

Section 2	Score	Energy Level
Total Sum 7 - 12:		
Emotional Expression Sum: 7 & 11		
Assertiveness Sum: 9 & 10		
Independence Sum: 8 & 12		

Emotional Expression

Individuals who effectively express emotions use words and physical expressions to convey their feelings in a way that is not hurtful to others.

Under-Used	Effectively Used	Over-Used

How do I show emotion?

Assertiveness

Picture a line between the words passive and aggressive.

Under-Used	Effectively Used	Over-Used

I Statements

➤ I feel _____ when _____
_____.

I would appreciate it if _____
_____.

Independence

Being independent means that you are capable of feeling, thinking, and working on your own.

Under-Used	Effectively Used	Over-Used

When is it hard for me to be independent?

When is it easy for me to be independent?

Section 3: Interpersonal

Section 3	Score	Energy Level
Total Sum 13 - 18:		
Interpersonal Relationships Sum: 14 & 16		
Empathy Sum: 15 & 18		
Social Responsibility Sum: 13 & 17		

Interpersonal Relationships

This subscale is about developing and maintaining mutually satisfying relationships.

Under-Used	Effectively Used	Over-Used

Who would I like to connect with more?

Who draws the energy from me?

Empathy

Empathy, the ability to recognize, understand, and appreciate the way others think, feel, and perceive.

Under-Used	Effectively Used	Over-Used

Social Responsibility

Social responsibility is that moral compass directing your behavior toward promoting the greater good and contributing to society and one's social groups.

Under-Used	Effectively Used	Over-Used

When is it hard for me to care more about others more than myself?

When is it easy for me to care more about others more than myself?

Section 4: Decision Making

Section 4	Score	Energy Level
Total Sum 19 - 24:		
Reality Testing Sum: 19 & 20		
Impulse Control Sum: 22 & 24		
Problem Solving Sum: 21 & 23		

Problem Solving

Problem Solving is not about the quality of your solutions, but rather at how effectively you use your emotions in the process of solving a problem.

Under-Used	Effectively Used	Over-Used

THE Z PROBLEM SOLVING TECHNIQUE

Detail: Describe the problem.

Do we have a problem?

What do we know?

How do we know it?

What are the costs?

Does anything really need changing?

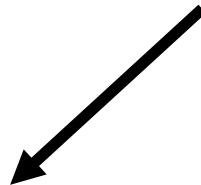
Insight: Ideas or Solutions

What options are there?

How is it all interconnected?

What haven't we tried?

What have we tried? What was the outcome?



Analyze: Pros & Cons

What are the logical pros and cons of each option?

What are the logical pros and cons of doing nothing?

What are we missing?

Compassion: What About Those Involved

How will each option affect all involved emotionally?

What impact will each option have on people?

How can we make everyone happy?



Issue/Problem:

Options:

A _____

B _____

C _____

Rational Pros and Cons:

A+ _____

A - _____

B + _____

B - _____

C + _____

C - _____

Emotional Pros and Cons:

A+ _____

A - _____

B + _____

B - _____

C + _____

C - _____

Best option / least cons / most pros...

Reality Testing

Reality Testing or “being grounded” or “tuned into the situation” means things for what they really are.

Under-Used	Effectively Used	Over-Used

Impulse Control

Impulse control involves understanding the appropriate times and ways to act on emotions and impulses, and the importance of thinking before acting.

Under-Used	Effectively Used	Over-Used

When am I good at controlling impulses?

When is it difficult to control impulses?

Section 5: Stress Management

Section 5	Score	Energy Level
Total Sum 25 - 30:		
Flexibility Sum: 25 & 27		
Stress Tolerance Sum: 26 & 29		
Optimism Sum: 28 & 30		

Flexibility

Flexibility requires that you modify your thoughts, emotions, and behaviors in response to change.

Under-Used	Effectively Used	Over-Used

Stress Tolerance

Stress Tolerance is the ability to cope with and respond effectively to stress and mounting pressure.

Under-Used	Effectively Used	Over-Used

What are my triggers at home? How do I react?

What are my triggers at work? How do I react?

Optimism

Optimism, the ability to remain positive despite setbacks, often differentiates between “star performers” and others in the workplace.

Under-Used	Effectively Used	Over-Used

EI & GENDER

EI & AGE

SUMMARY

SIGNS OF LOW, MODERATE, VERY HIGH EI

Low EI

- “You made me mad!”
- Demonstrates no empathy, no compassion.
- Withholds information.
- Does not consider others before acting.
- Is rigid, inflexible.
- Plays games; is passive/aggressive, indirect or evasive.
- Is a poor listener... interrupts.
- Is uncomfortable to be around.
- May be overly pessimistic.
- Holds many distorted and self-destructive beliefs.
- Consistent health issues.

Moderate EI

- Expresses feelings clearly and directly.
- 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 emotionally resilient.
- Is not immobilized by fear or worry.
- Consistent good health.

Very High EI

- “You made me mad!”
- Is a poor listener... interrupts.
- Likes his/her pedestal.
- Their way or the highway.
- Others are wrong.
- Has many blind spots.
- Doesn't understand how he/she comes across to others.
- Narcissistic.

EI & LEADERSHIP/INFLUENCE

- “Great leaders move us.”
- The more emotionally demanding the work, the more empathetic leaders need to be.
- Every 1% improvement in climate = 2% increase in revenue.