

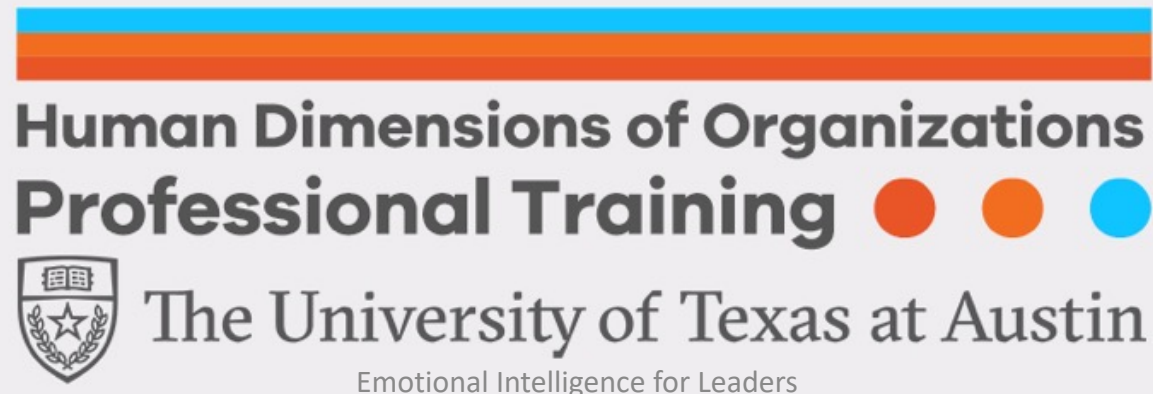
WELCOME

EMOTIONAL INTELLIGENCE FOR LEADERS

FACILITATORS:

Jacqueline Evans, Ph. D.

Jim Pacey, Consultant





Check-In Questions

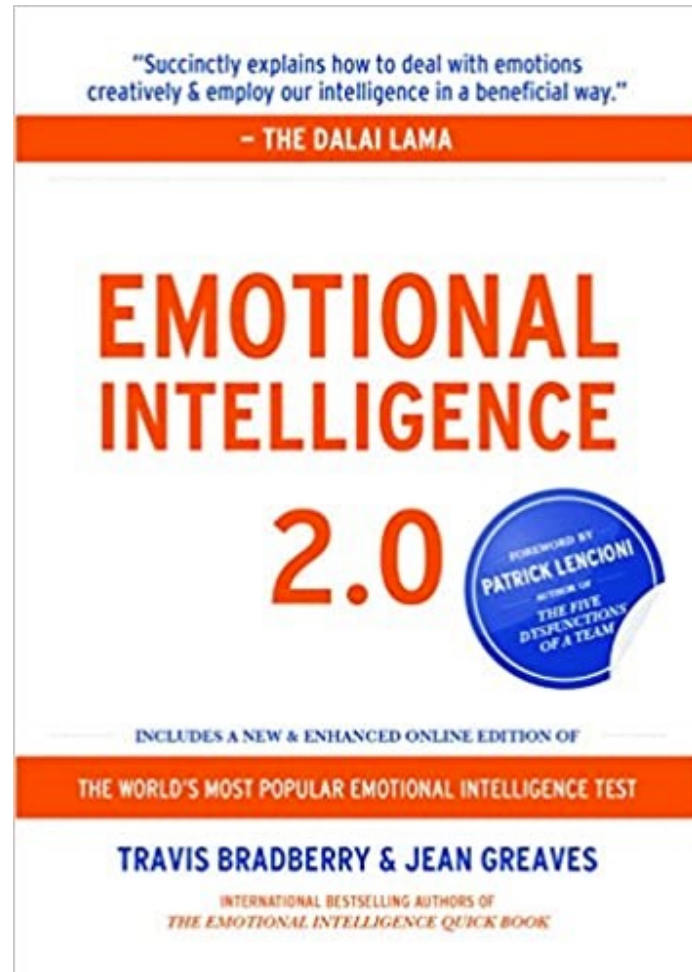
1. Why did you sign up for this course?
2. What takeaways are you hoping to find?
3. What's one thing are you grateful for?

AGENDA FOR TODAY

9:00-10:30	UNIT 1 Foundational Concepts
10:30	Break
10:40-12:00	UNIT 2 Self-Awareness & Self Management
12:00-1:00	Lunch
1:00-2:20	UNIT 3 Social Awareness & Relationship Management
2:20	Break
2:30-3:50	UNIT 4 Applications & Extensions
3:50-4:00	Evaluations

UNIT 1

FOUNDATIONAL CONCEPTS



Additional Resource



Activity

- Think of 2-3 Exceptional Leaders or People
- List the characteristics or attributes that make them exceptional to you. Write as many as you can think of – use Post-It notes

History

Two psychologists - **John (Jack) Mayer, Ph.D. of the University of New Hampshire** and **Peter Salovey, Ph.D. of Yale University** - coined the term emotional intelligence in an academic paper which was published in 1989. A journalist by the name of **Daniel Goleman**, took Mayer and Salovey's theory and turned it into a best-selling book titled *Emotional Intelligence*.

Quote

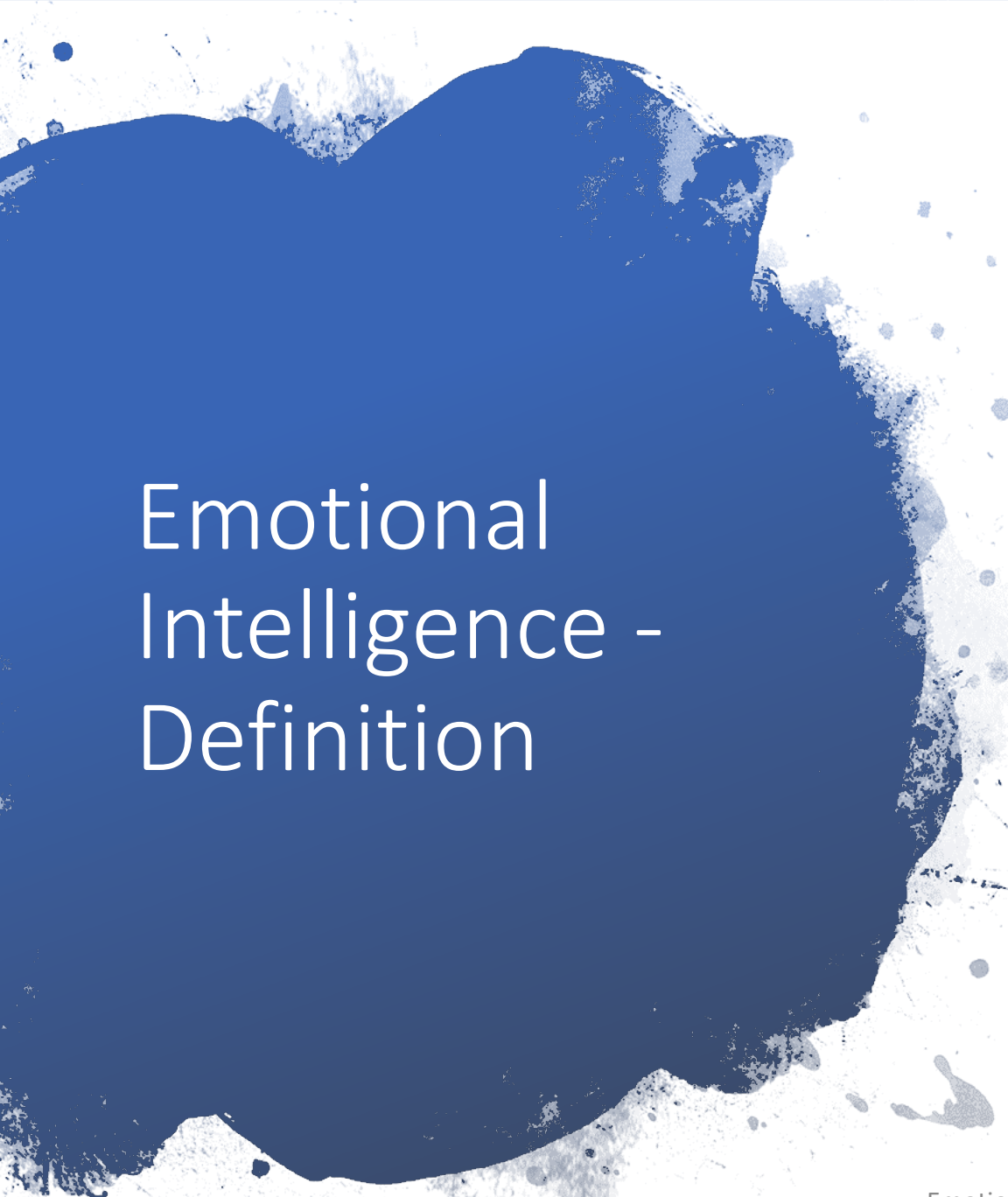
“Emotional Intelligence is not the opposite of intelligence; it is not the triumph of heart over head - - it is the unique intersection of both.”

-David Caruso

Leadership Styles (based on Baumrind)

- Authoritarian**
- Authoritative**
- Passive**
- Inconsistent**





Emotional Intelligence - Definition

- Daniel Goleman describes Emotional Intelligence as the “sine-qua-non” of leadership (**indispensable, absolutely necessary**).
- It’s your ability to manage and use your own **emotions**, as well as the emotions of others, **purposefully**.
- It’s a combination of many excellent skills (great communicators, inspirers, influencers), **the most important is self-awareness**.

The Four Types of EMOTIONAL INTELLIGENCE



Dr. Marc Brackett & Emotional Intelligence

Emotional intelligence is the ability to understand and manage your own emotions, and to understand other people's emotions and your reaction to them.

- Develop self-awareness, or recognition of your emotions.
- Take responsibility for your emotions. Be flexible in the situation causing them.
- Have empathy for other people. Try to recognize and understand their emotions.
- Use your awareness, self-regulation, and empathy to build more meaningful relationships with others.



90%

*of top performers
have high EQ*



EQ is responsible for

58%

*of your job
performance*



*From: Emotional
Intelligence 2.0*



\$29,000

\$36,000

*People with high EQ
make \$36,000 more
annually than their
low EQ counterparts*

Authenticity

“requires a certain measure of vulnerability, transparency and integrity.”

-Janet Louis Stephenson

3 Layers of the Brain

1. Brain Stem
(R-Complex)
2. Limbic
System
3. Cerebral
Cortex

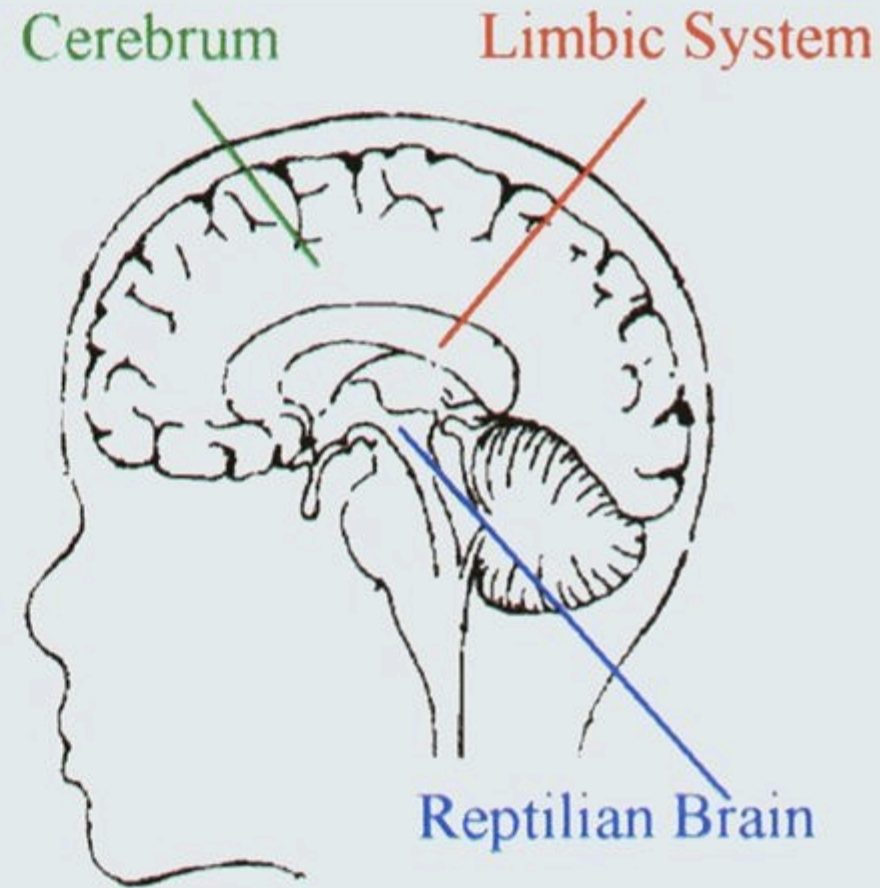


Figure 1. Layers of the Brain
(Kranowitz, 267)

Baseline EQ

Emotional Intelligence (EQ) Self-report Assessment.

Please do your best to be honest with yourself about your strengths and weaknesses!



hdo.utexas.edu

Emotional Intelligence Test – Part A

Part A: Self-Awareness and Self-Management. Score each item as follows.

1 point = often or always true of me

2 points = sometimes true of me

3 points = never or rarely true of me

Self-Awareness

1. I don't notice my feelings until someone else notices them. For example, if a friend points out that I seem sad, I will realize that I am feeling sad.
2. I don't realize how stressed I've been until I experience relief, for example, after a crisis has passed.
3. I often surprise myself.
4. I get tension headaches or other physical signs of psychological stress.

Total:

Self-Management

1. I make big decisions quickly.
2. My mood strongly influences how I do my job.
3. People say I have a temper.
4. My nerves get the better of me.

Total:

Emotional Intelligence Test – Part B

Part B: Social Awareness and Relationship Management.

Note, scoring is different from Part 1

1 point = never or rarely true of me

2 points = sometimes true of me

3 points = often or always true of me

Social Awareness

1. I can feel other people's feelings as though they were my own.
2. I notice that people's personal histories and biases affect their perceptions.
3. My people skills are my business super-power.
4. I can sense the mood of a room when I walk in.

Total:

Relationship Management

1. When someone comes to me with a problem, I listen carefully before thinking of solutions.
2. I care about my colleagues and employees' personal lives.
3. In my career so far, effective teamwork and collaboration have been essential.
4. I have time in my schedule dedicated to simply connecting with my coworkers.

Total:



breathe

Take A Break
10 min

Unit 1 Q & A

UNIT 2

SELF AWARENESS & SELF-MANAGEMENT

SELF-AWARENESS



SELF-AWARENESS



What comes to mind?

- Words
- Feelings
- Images
- People

Self Awareness

Understanding your...

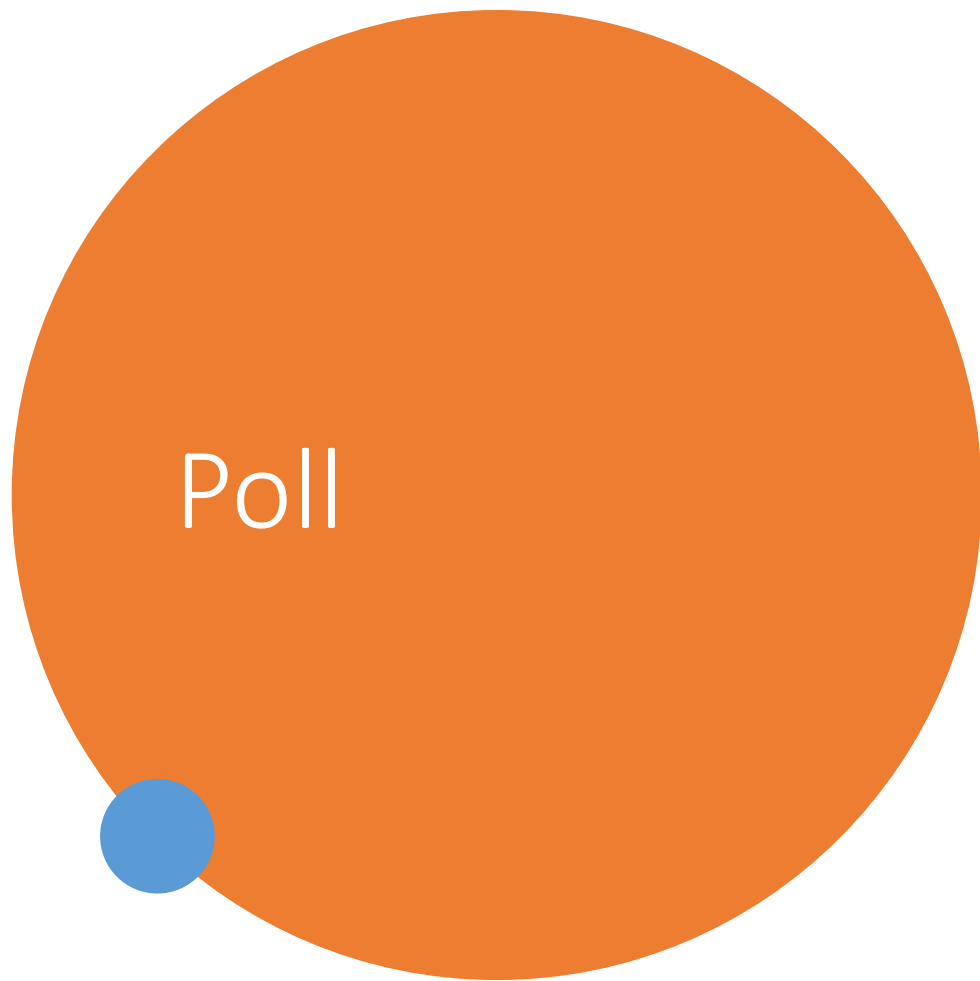
- Personal emotions.
- Strengths and limitations.
- Values and motives.
- Tendencies and normal responses



Marc Brackett's R.U.L.E.R.

- **Recognizing** emotions is an important first step, and a simple Mood Meter chart provides a quick check-in: Is your energy low or high? Do you feel more or less pleasant? It will help you read others' emotions as well—a skill we are losing.
- **Understanding** emotions comes next, answering the single question, “Why do I feel this way?”
- **Labeling** our emotions legitimizes them and opens the door to empathy and connecting with others.
- **Expressing** our feelings may be the most daunting of all, because it's the moment you open yourself to criticism or rejection.
- **Regulating** our emotions is the final and most difficult step to master, but it's the one that lets us truly own our feelings and grow beyond them.

Enraged	Panicked	Stressed	Jittery	Shocked	Surprised	Upbeat	Festive	Exhilarated	Ecstatic	HIGH ENERGY
Livid	Furious	Frustrated	Tense	Stunned	Hyper	Cheerful	Motivated	Inspired	Elated	
Fuming	Frightened	Angry	Nervous	Restless	Energized	Lively	Excited	Optimistic	Enthusiastic	
Anxious	Apprehensive	Worried	Irritated	Annoyed	Pleased	Focused	Happy	Proud	Thrilled	
Repulsed	Troubled	Concerned	Uneasy	Peeved	Pleasant	Joyful	Hopeful	Playful	Blissful	
Disgusted	Glum	Disappointed	Down	Apathetic	At Ease	Easygoing	Content	Loving	Fulfilled	LOW ENERGY
Pessimistic	Morose	Discouraged	Sad	Bored	Calm	Secure	Satisfied	Grateful	Touched	
Alienated	Miserable	Lonely	Disheartened	Tired	Relaxed	Chill	Restful	Blessed	Balanced	
Despondent	Depressed	Sullen	Exhausted	Fatigued	Mellow	Thoughtful	Peaceful	Comfortable	Carefree	
Despairing	Hopeless	Desolate	Spent	Drained	Sleepy	Complacent	Tranquil	Cozy	Serene	
← LOW PLEASANTNESS →					← HIGH PLEASANTNESS →					



Where are you right now?



PERMISSION



UNLOCKING THE POWER OF EMOTIONS
TO HELP OUR KIDS, OURSELVES,
AND OUR SOCIETY THRIVE

Marc Brackett, Ph.D.

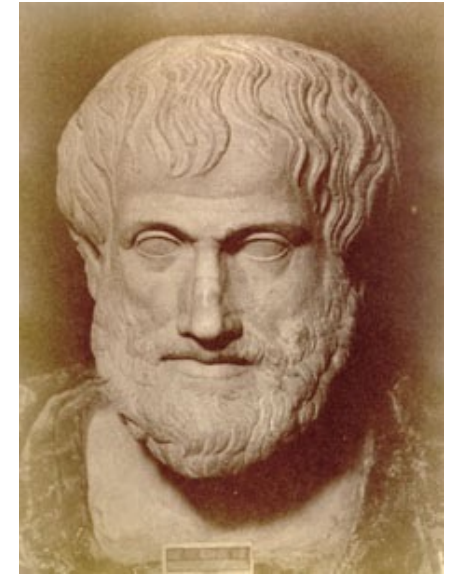
DIRECTOR, YALE CENTER FOR EMOTIONAL INTELLIGENCE

PROFESSOR, YALE CHILD STUDY CENTER

The Leader Within

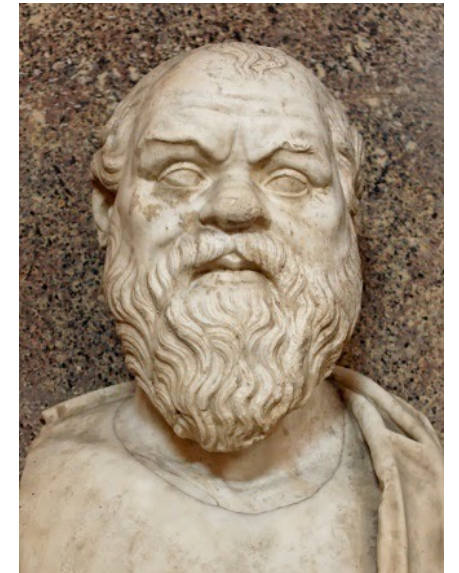
"Knowing yourself is
the beginning of all
wisdom."

-Aristotle



"KNOW THYSELF"

-Socrates



I've learned that people
will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel."

Maya Angelou
1928 - 2014



What will you leave behind?



Authenticity

is not something we have or don't have. It's a practice -- a conscious choice of how we want to live. Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen.

Brene Brown

How do you show up?

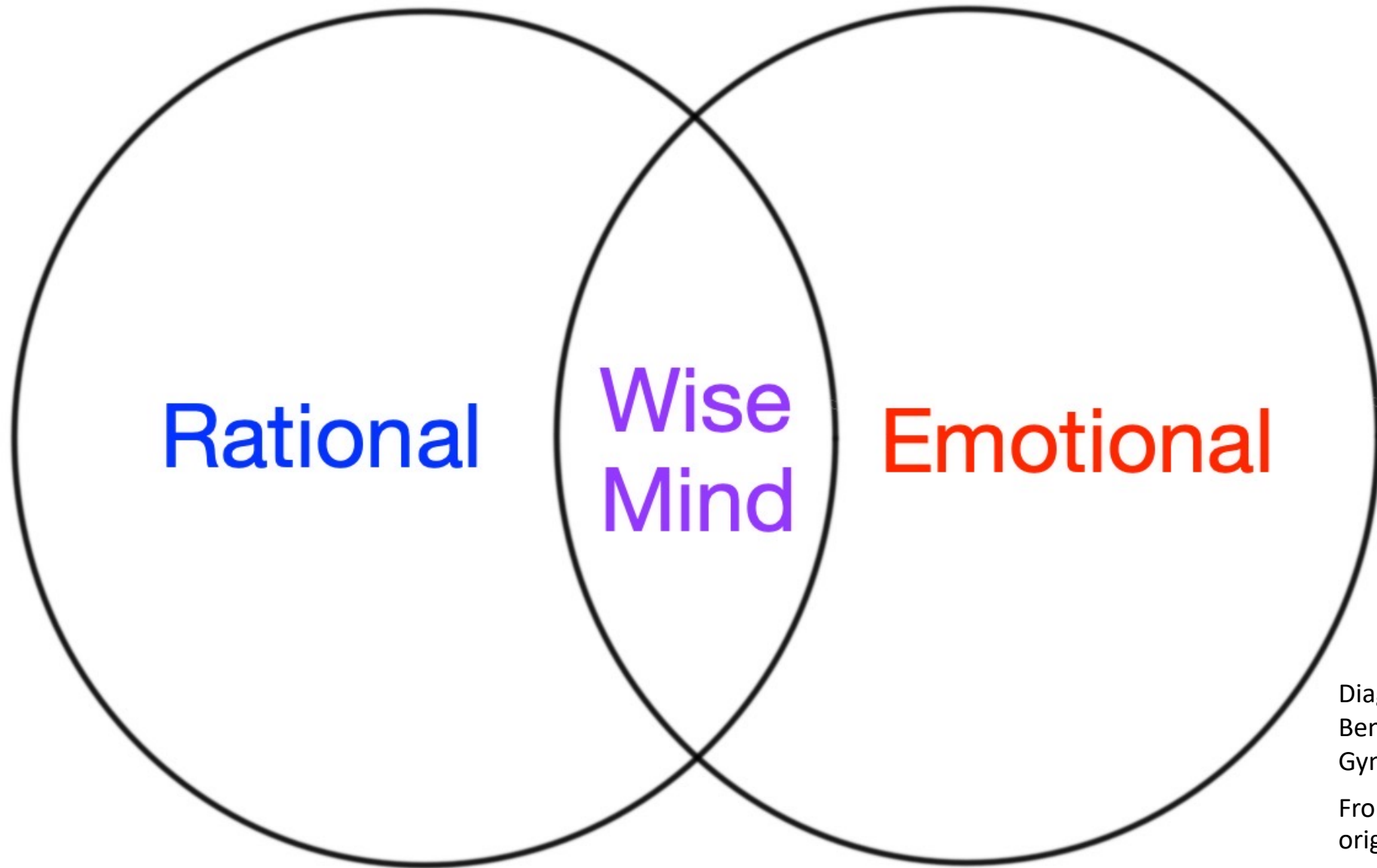


Diagram created by Bill
Benson @ The Mental
Gym

From Marsha Linehan's
original concept

Self Management



Self Management



Using your awareness of your emotions to stay flexible and directing your behavior positively.



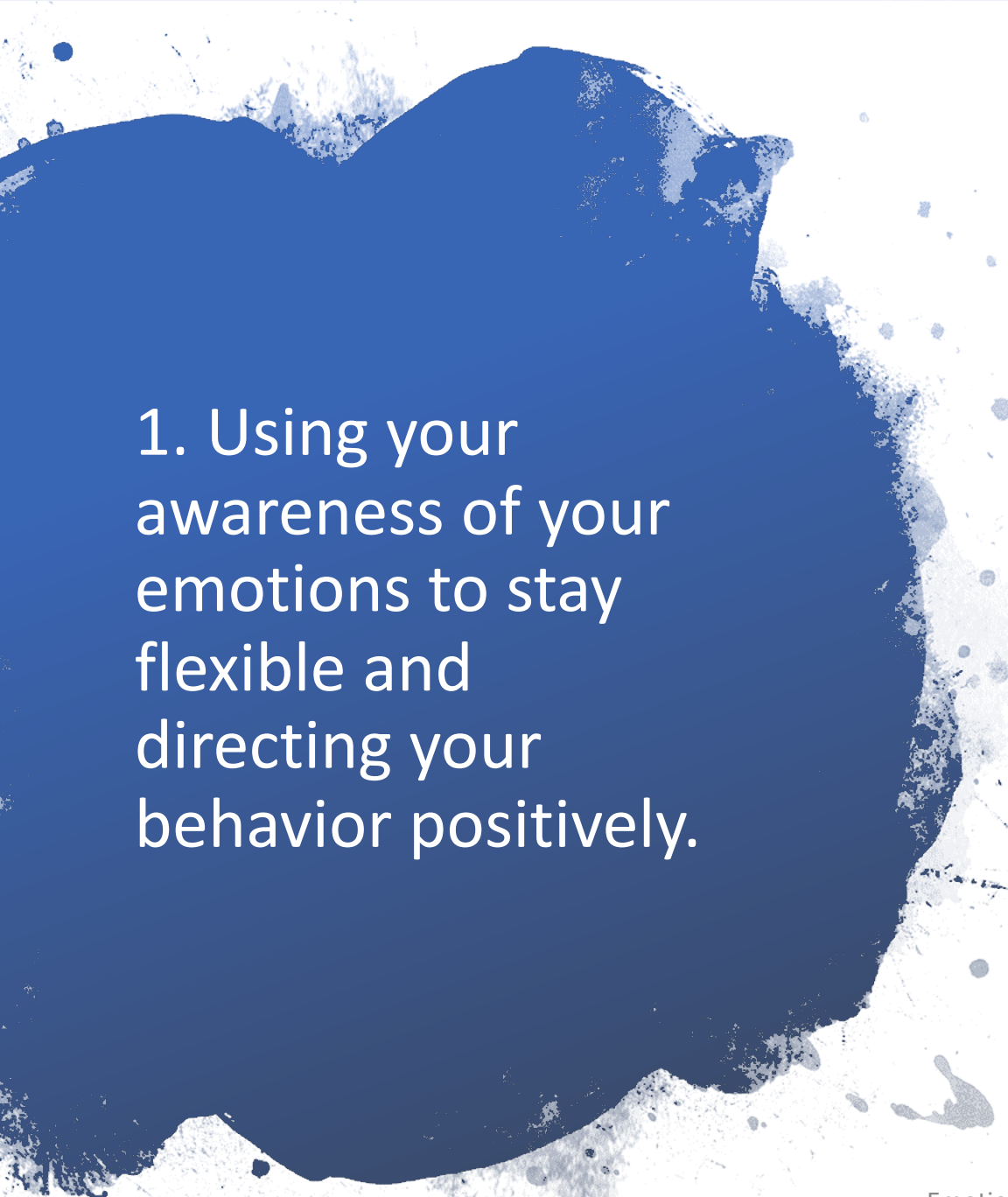
Managing your feelings.



Staying in control of feelings and impulses.



Momentary self-control in order to pursue larger goals.



1. Using your awareness of your emotions to stay flexible and directing your behavior positively.

“Owning your own feelings, rather than blaming them on someone else, is the mark of a person who has moved from contracted to expanded awareness.”

-Deepak Chopra



2. Manage your feelings

“What we feel is a choice.”
— **Piyush Shrivastav**

R.U.L.E.R.

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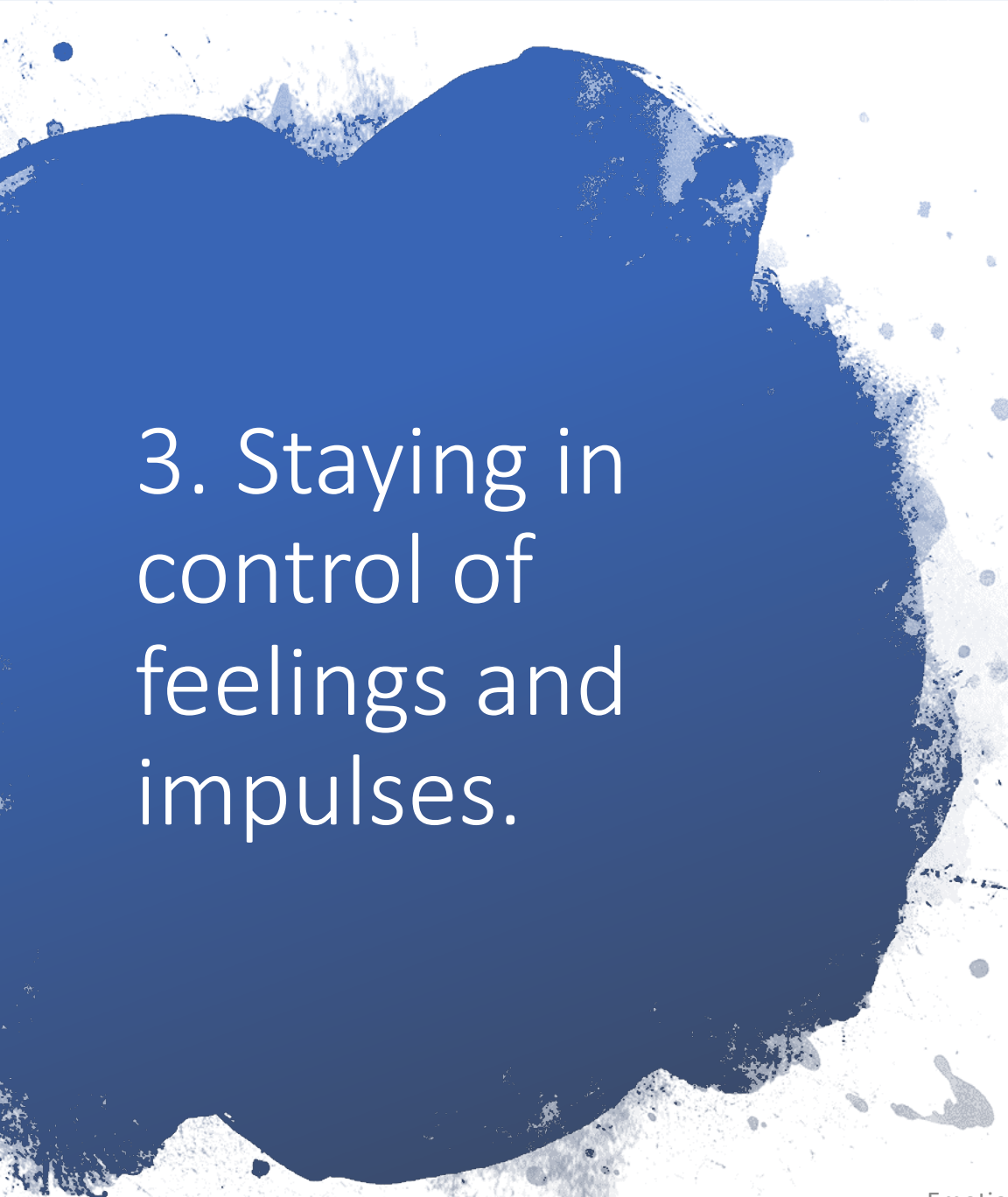


PHOTO: TIM PEARSON/BETTER LIFE MEDIA

If our feelings control our actions, it
is because we have abdicated our
responsibility and empowered them
to do so.

— *Stephen Covey* —

AZ QUOTES



3. Staying in control of feelings and impulses.

“You cannot control your feelings, but you can control your emotions that express those feelings.”

-Arushi Garg

DANIEL GOLEMAN

If your emotional abilities aren't in hand,
if you don't have self-awareness,
if you are not able to manage your distressing emotions,
if you can't have empathy and have effective relationships,
then no matter how smart you are,
you are not going to get very far.

4. Momentary self-control in order to pursue larger goals.

“Everybody in the world is seeking happiness—and there is one sure way to find it. That is by controlling your thoughts. Happiness doesn't depend on outward conditions. It depends on inner conditions.”

— **Dale Carnegie**

“He who controls others may be powerful, but he who has mastered himself is mightier still.”

— **Lao Tzu**

R.U.L.E.R.

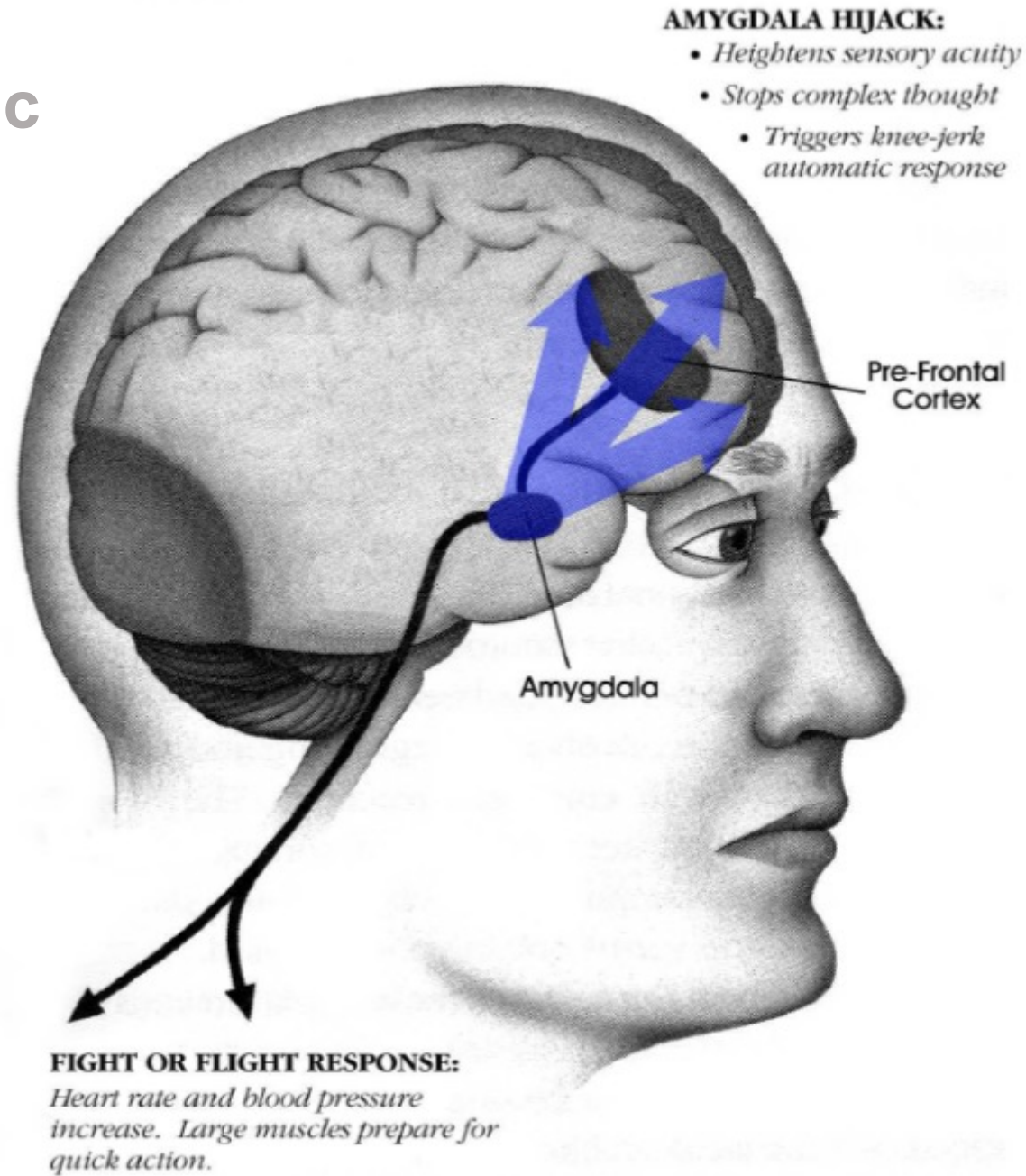
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Self- Management

**We must manage inside to deliver
outside.**

Sympathetic Nervous System



DIFFUSING A HIJACK

Stop

Breathe

Connect

Reflect

- What happened?
- What emotion did I feel?
- What automatic thoughts did I have?
- What limiting beliefs are present for me?
- When have I experienced this before?
- What will it matter in 5 min, 5 days, 5 weeks, 5 months, 5 yrs?

Use positive emotion to counter negative emotion by using your personal **Appreciation Anchor**

Gain new insight about what happened by asking yourself questions



Power Differential

“Leaders have overall lower stress levels than those who work for them.”

Too many leaders are managing organizations in a way that is costing them money, hurting performance and damaging people’s health.



LinkedIn –
9/17/2019

“Leadership is not a rank or title. It is a choice. It's the choice to provide care and protection for those for whom we are responsible.”

-Simon Sinek

Building Emotional Regulation

Expressive Writing



hdo.utexas.edu

the 60 MINUTE LUNCHBREAK

Unit 2 Q & A & 1 Takeaway

UNIT 3

SOCIAL AWARENESS & RELATIONSHIP MANAGEMENT

SOCIAL AWARENESS





SOCIAL AWARENESS

- The skill of recognizing and understanding the moods of others.
- Perspective taking
- Reading people accurately.
- Tuning into others' emotions: observing emotions, facial expressions and body language.
- Empathy, listening.

Emotional Scientist vs Emotional Judge

Emotional Scientist	Emotional Judge
Open, curious, reflective	Critical, closed
Emotions as information	Emotion is an error
Learner	Knower – tells people how they feel
Granular	Emotions are either good or bad
Growth mindset	Fixed mindset



Body
Language =
55% of what
we say (UCLA Study)



Physical behavior



Expressions



Mannerisms



Posture



Eye movement



Hand gestures



Facial expressions



Become skilled at “reading” facial and body language, don’t assume you “know”.

Key indicators

Crossed arms and legs

Fake or real smile

Copycat body language

Posture

What do eyes tell you.

Raised eyebrows

Head nodding

Clenched jaw

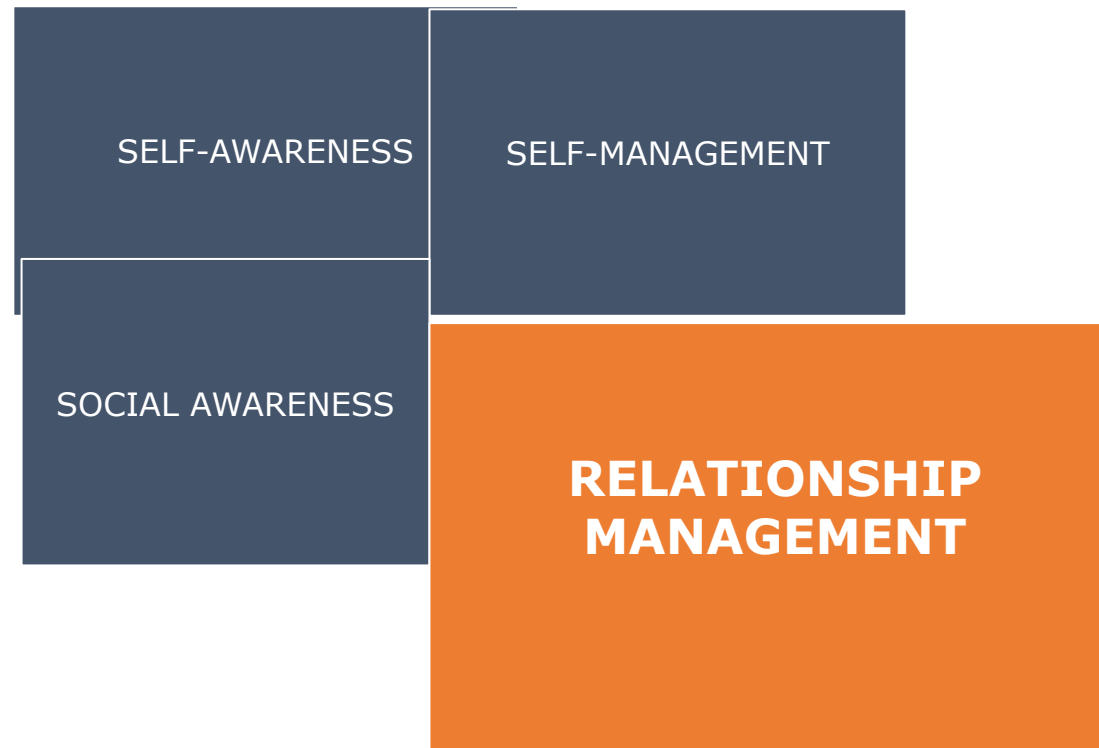


Empathy is...

seeing with the eyes of another,
listening with the ears of another,
and feeling with the heart of another.



RELATIONSHIP MANAGEMENT





RELATIONSHIP MANAGEMENT

- Using awareness of your own emotions and those of others to manage your interactions.
- Finding common ground and building rapport.
- Building bonds.
- Acting from genuine feelings.
- Persuasion, conflict management, collaboration.



Social Chemicals Serotonin & Oxytocin

- Humans are high functioning social animals
- These chemicals help us form bonds of trust and friendship = societies and cultures. Teamwork.
- Rewarded with feelings of security, fulfillment, belonging, trust and camaraderie.
- Stress declines, want to serve, willingness to trust each other increases.
- If we don't have this, we become more selfish and more aggressive.



Building bonds

"I believe that you can get everything in life you want if you will just help enough other people get what they want."--Zig Ziglar

Building Bonds & Collaboration

“You do not rise to the level of your goals. You fall to the level of your systems.”

Excerpt From: James Clear. “Atomic Habits.”

Conflict Management & Collaboration



Reflective Listening Exercises

The background image is a photograph of a beach. In the foreground, there is dark, wet sand. The middle ground shows gentle waves with white foam washing onto the shore. The background is a cloudy sky with a hint of sunlight breaking through. Overlaid on this entire scene are many bubbles of various sizes. The bubbles are iridescent, showing a spectrum of colors like blue, green, yellow, and purple. They are scattered throughout the image, from the foreground sand to the sky, creating a dreamlike and reflective atmosphere.

BREAKOUT - Reflective Listening reminders

LISTEN First!!

MIRROR back their words to
them

Check for **UNDERSTANDING**

EMPATHIZE

Reserve judgement –
Scientist vs Judge

Emotional Scientist vs Emotional Judge

Emotional Scientist	Emotional Judge
Open, curious, reflective	Critical, closed
Emotions as information	Emotion is an error
Learner	Knower – tells people how they feel
Granular	Emotions are either good or bad
Growth mindset	Fixed mindset

Take A Break
10 min

2:20pm – 2:30pm

Some things
to consider....

Suppression

Regulation

Authenticity



Takeaway

What is one specific thing you will take from Relationship Management?

Unit 3 Q & A

UNIT 4

APPLICATIONS AND EXTENSIONS

Key Concepts/Review

- Self-Awareness & Self-Management:
 - understanding yourself, your values, biases and tendencies
 - remaining in touch with your emotions
 - Goal: to avoid hijacks and remain appropriate and present in work situations



Key Concepts/Review

- Self-Awareness & Self-Management Key Skills
 - Emotion labeling/Check-in
 - Body scan
 - Meditation
 - Breathing
 - Oxytocin
 - Compartmentalization
 - Visualization
 - Wise mind



Photo by
K. Bradbury

Key Concepts/Review

- Social Awareness & Relationship Management
 - Understanding your social context and relationship partners
 - Staying in touch with the emotional aspects of interpersonal communication and prioritizing relationships
 - Goal: To build/use power to unite and motivate, to think in terms of connections and collaborations, to strengthen humans and teams of humans, to work effectively with a range of personalities



Painting by
Atlanta-
based artist
Guy
Robinson

Key Concepts/Review

- Social Awareness & Relationship Management Key Skills
 - Perspective taking & empathy
 - Reflective listening
 - Modeling
 - Managing power differentials
 - Non-judgmental stance
 - Positive regard
 - Body language & communication



Photo by
K. Bradbury

Applying EQ Skills to Real-Life Business Situations: A Conversation



Photos by
K. Bradbury

Visualization Exercises



Photo by
K. Bradbury

gratitude

Contact Information:

Jacqueline Evans, Ph. D. - j.evans@utexas.edu

Jim Pacey – jim@paceyconsulting.com



hdo.utexas.edu

CLOSING THOUGHTS

Resources & Videos