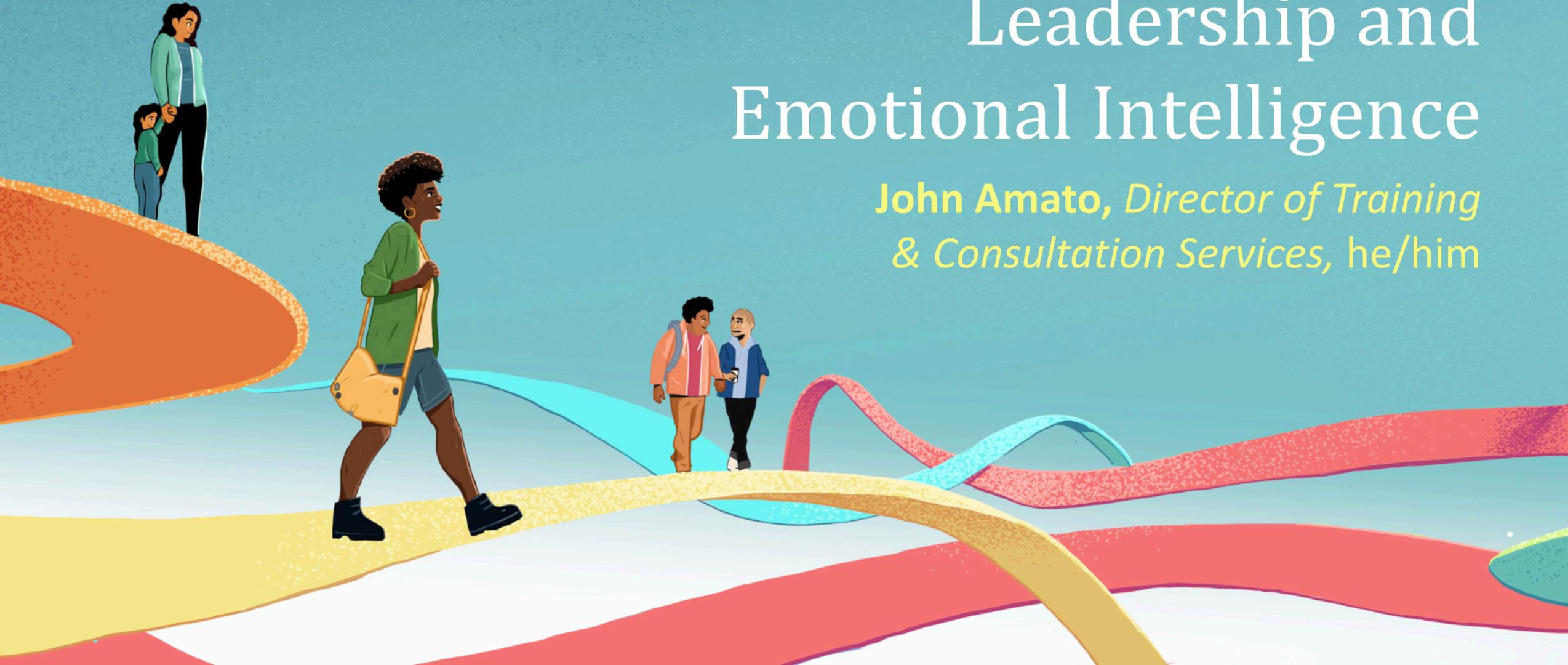


Leadership and Emotional Intelligence

John Amato, Director of Training & Consultation Services, he/him



Learning Objectives

- Examine the workings of the brain as it relates to Emotional Intelligence.
- Recognize the competencies associated with Emotional Intelligence as it relates to leadership.
- Understand the role of 'parallel process', developing staff to work effectively with youth.



On a scale of
1 – 5, how much do you know about Emotional Intelligence?

1
Hardly
Anything

2

3
Some

4

5
A Lot!

ACTIVITY

The Best	How Did They Make You And Others Feel?	What Did That Make You Want To Do Or Not Do?

ACTIVITY

The Worst	How Did They Make You And Others Feel?	What Did That Make You Want To Do Or Not Do?

Emotional Intelligence

"Emotional Intelligence refers to the capacity for *recognizing our own feelings and those of others*, and for *managing emotions well in ourselves and in our relationships*."

~ Goleman, 1995



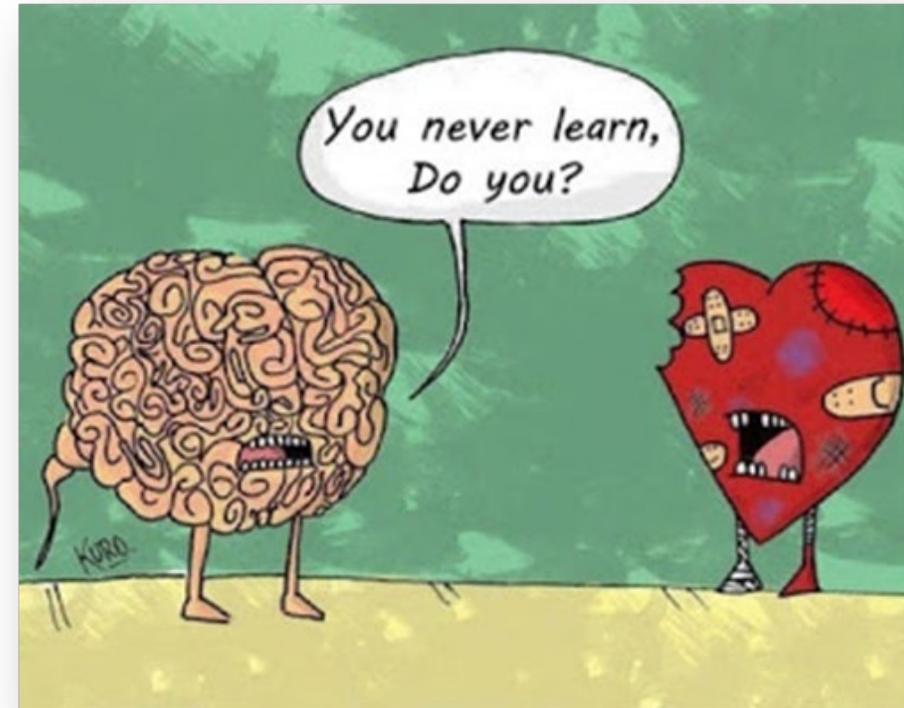


“The Neuro- anatomy of Leadership”

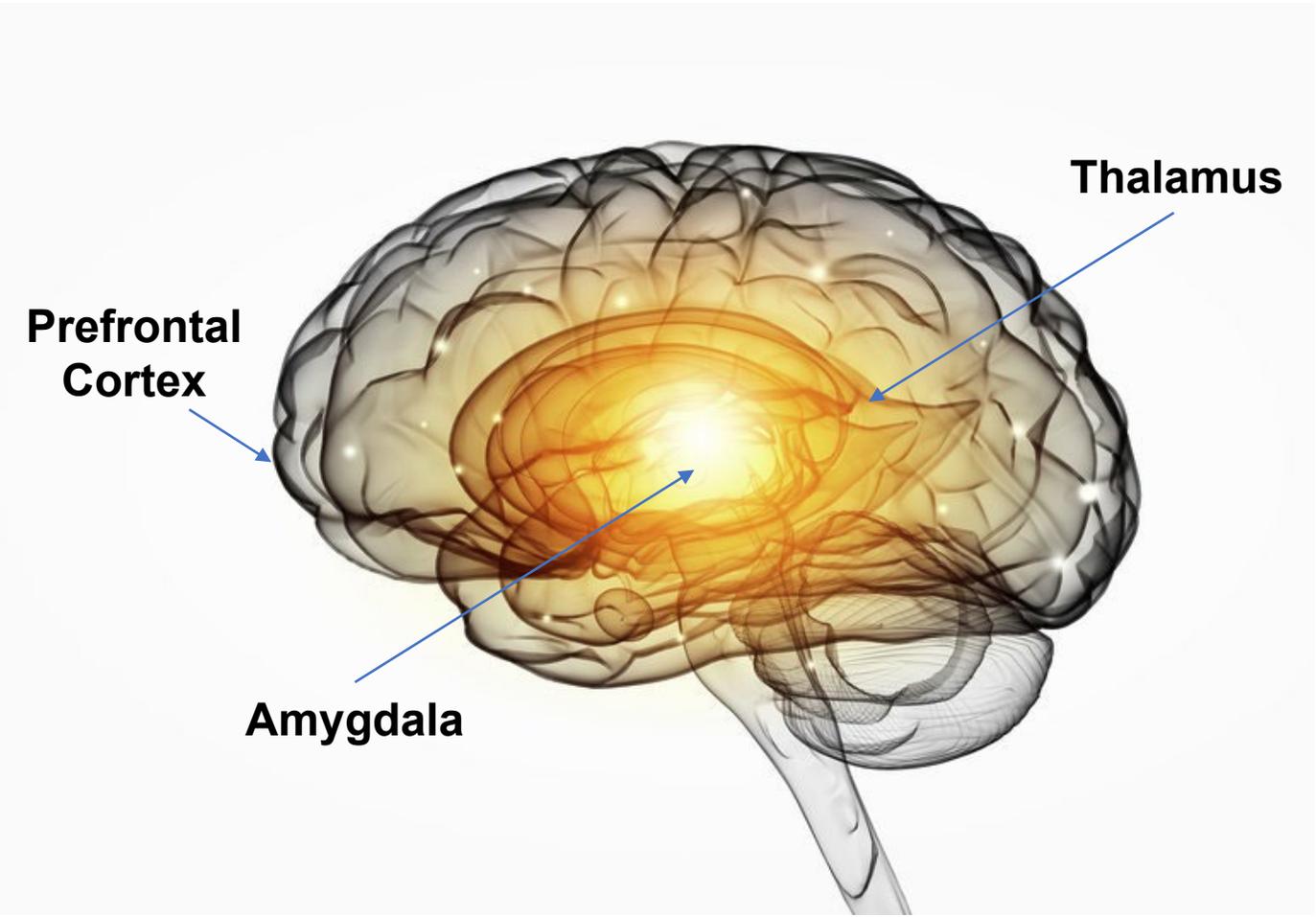
“Why is it somedays I feel my head is
going to explode?!”

Why the Brain?

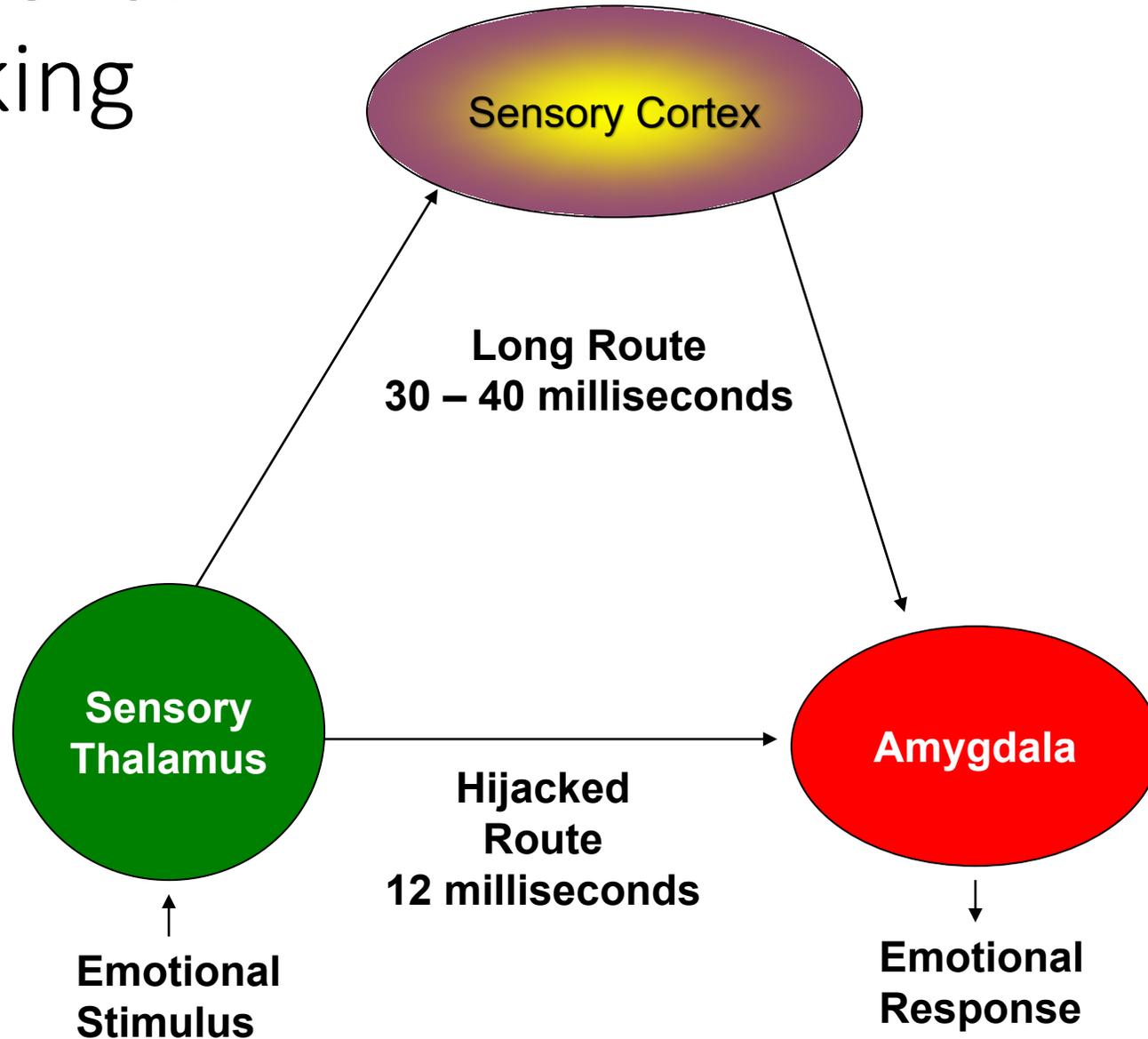
- The workings of the amygdala and its interplay with the neocortex are at the heart of emotional intelligence.



The Brain



Emotional Hijacking



Emotions are Contagious

- The brain has an 'open loop' system.
- We are 'wired' to pick up subtle clues from one another.
- Resonance is contagious...so is dissonance.

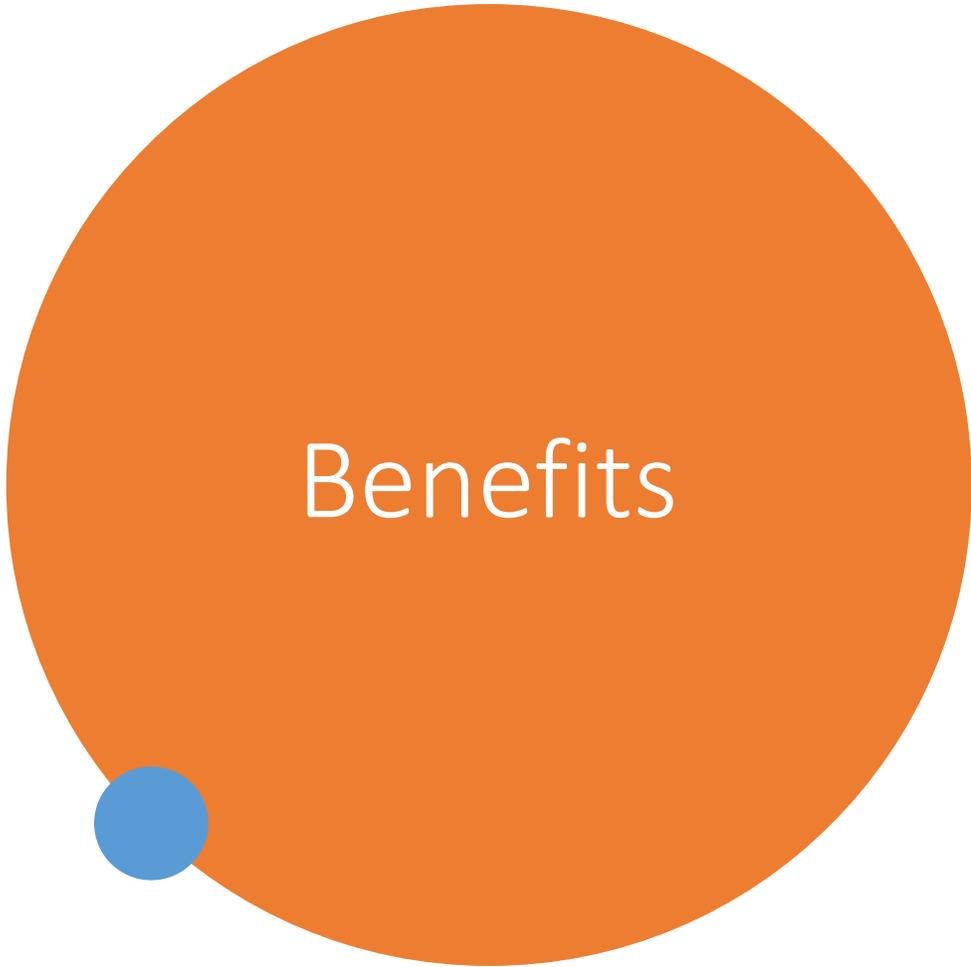




Emotional Intelligence

"Anyone can become angry -- that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way -- that is not easy."

~Aristotle



Benefits

- Succeed in personal and professional relationships.
- Good understanding of yourself, your strengths, and your weaknesses - essential to superior performance when on the job.
- Ability to work well under constantly changing circumstances and to act on your ideas in ways that benefit the organization.

Remember...



Emotional intelligence is not about being **nice** all the time. It is about being **honest**.



Emotional intelligence is not about being “**touchy-feely**.” It is about being **aware** of your feelings, and those of others.



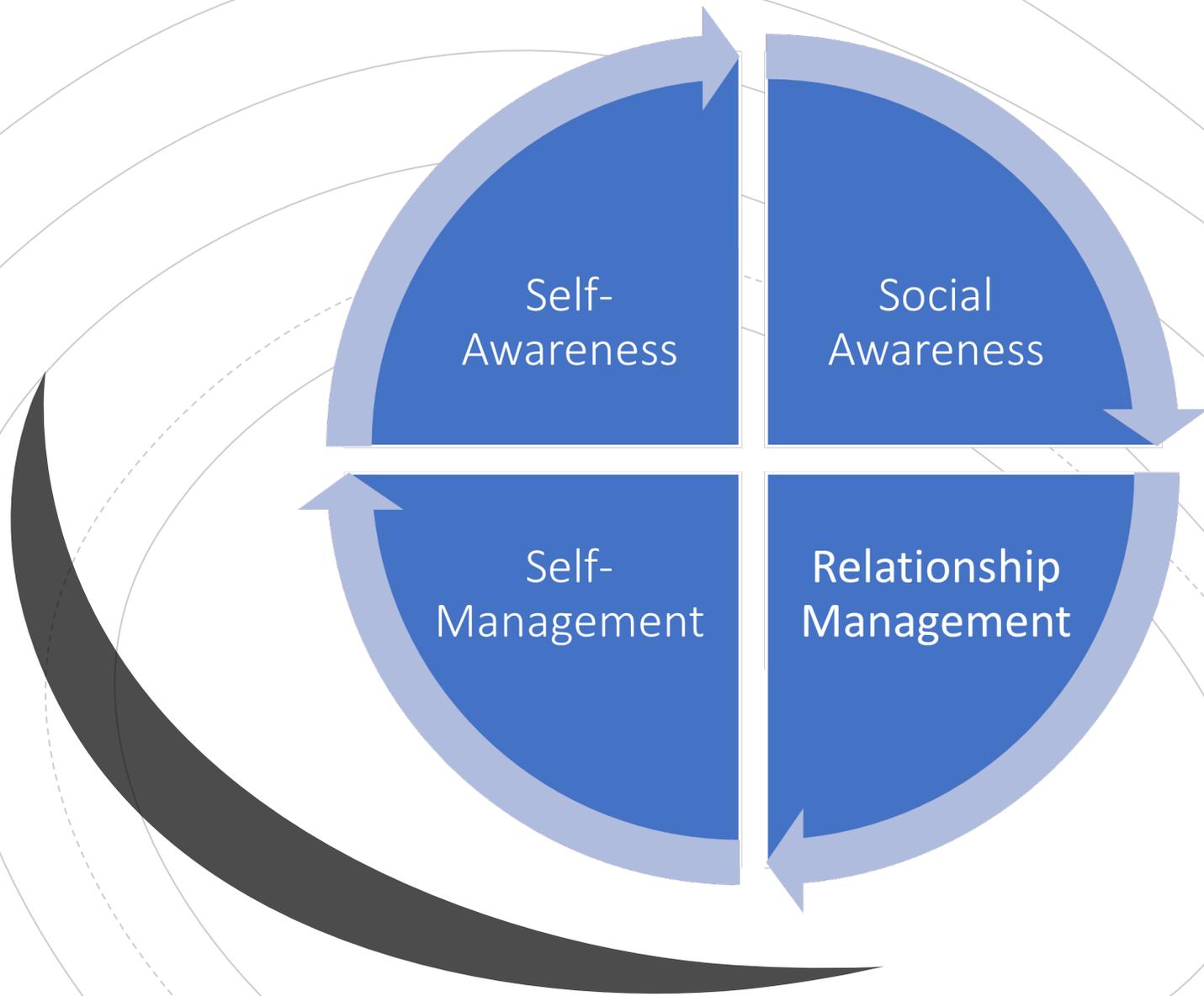
Emotional intelligence is not about being **emotional**. It is about being **smart** with your emotions.



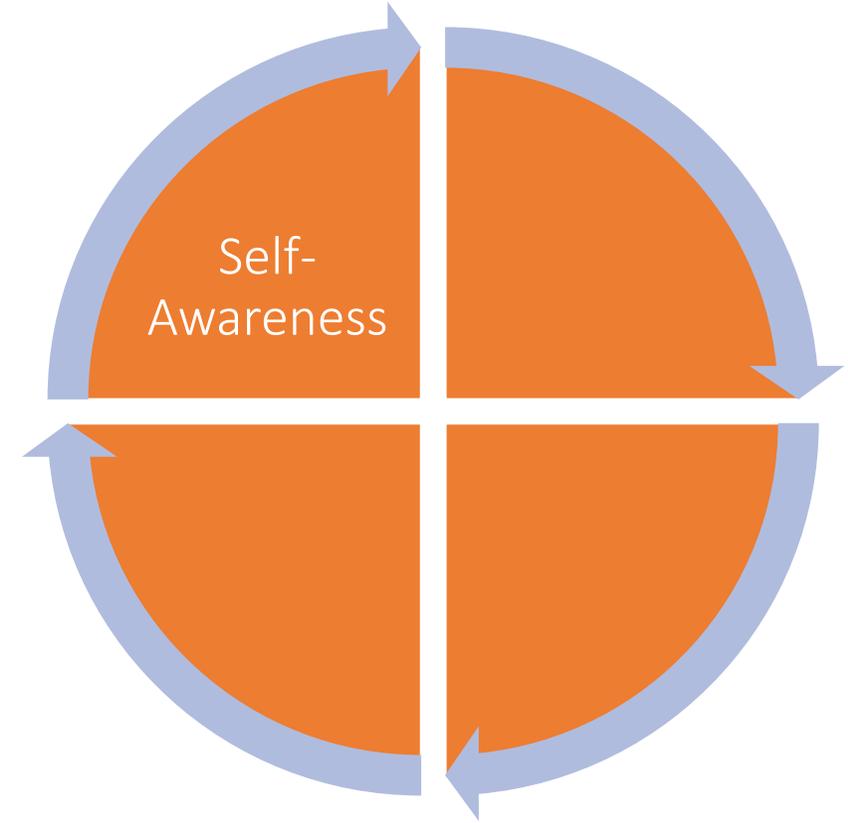
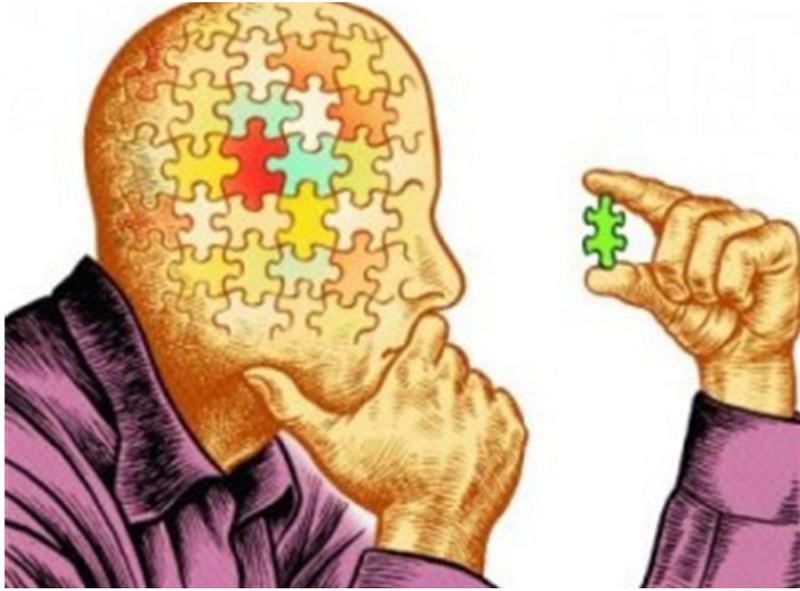
We aren't all created emotionally equal - we have different emotional temperaments.



The way we act out, express ourselves, and use our emotions can be changed!



Goleman's
Model



Self-Awareness

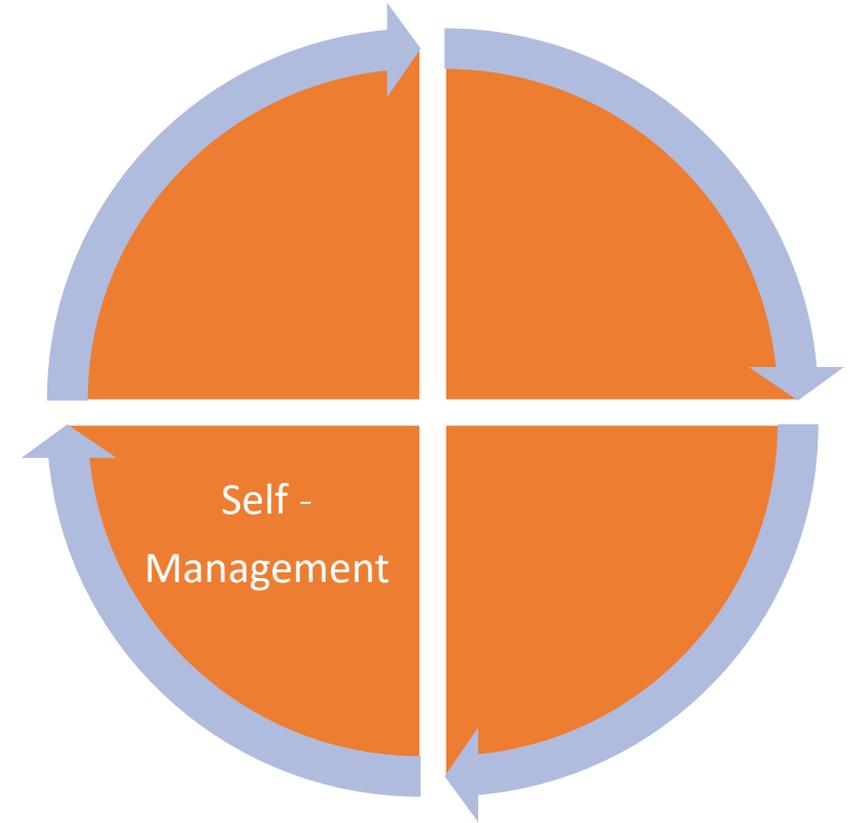
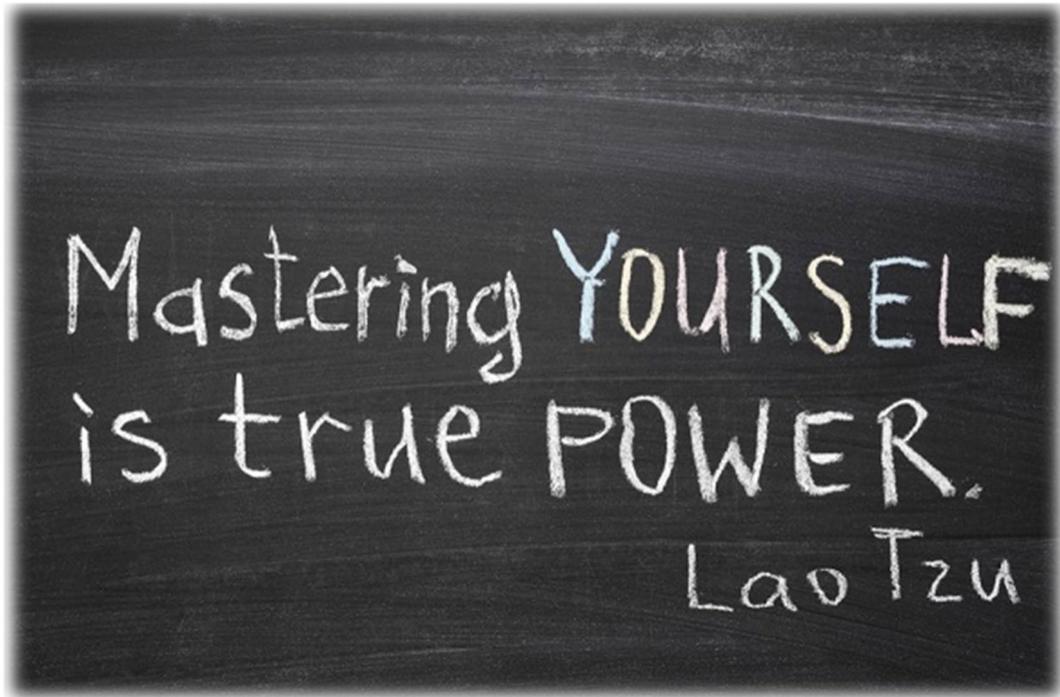
Self-awareness means having a deep understanding of one's emotions...how their feelings affect them, other people and their job performance...

~Daniel Goleman

Actions to Build Self-Awareness

- Develop habit of self-observation.
- Spend time daily on self-reflection.
- Reflect on how you feel “in the moment.”
- Make a list of your daily emotions.
- Keep a journal.
- Ask for feedback.





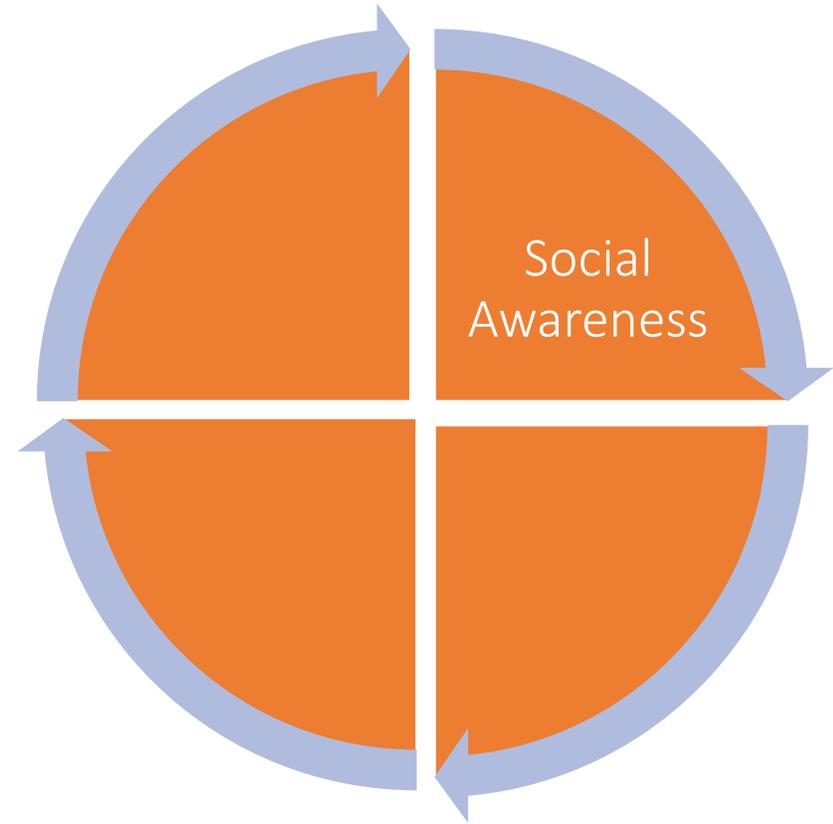
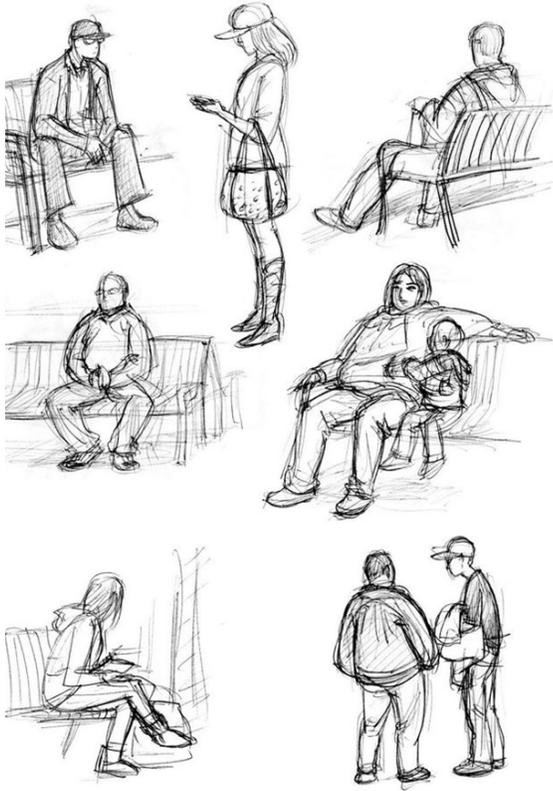
Self-Management

Self-management, which is like an on-going inner conversation, is the component of EI that frees us from being prisoners of our feelings. People engaged in such a conversation...find ways to control (emotional impulses) and even to channel (emotions) in useful ways...

~Daniel Goleman

Actions to Build Self-Management

- Develop constructive inner dialogs
- Avoid distorted thinking
 - Overgeneralizations
- Destructive labeling
- Use humor
- Redirect your emotional energy
- Take time out to relax
- Behavior rehearsal
- Never underestimate the power of taking deep breaths
- Anticipate emotional “triggers” and prepare to manage them
- Fix up the “bed hygiene”



Social Awareness

Once we have become more honest and intentional with our emotions, it is time to look outward. Emotional intelligence is about tuning into our own feelings as well as the feelings of those around us: learning to see things from another person's perspective so that we can relate to them better.

~Goleman

Empathy

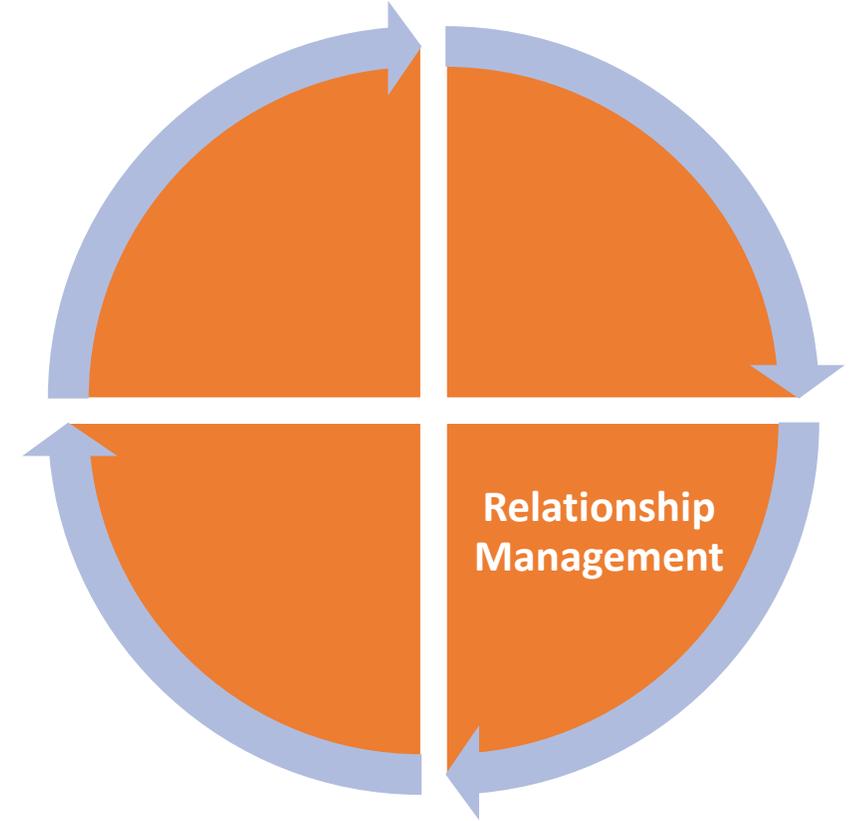
- High competency:
 - Are attentive to emotional cues and listen well
 - Accurately read people's moods or nonverbal cues
 - Respect and relate well to people of diverse backgrounds
 - Shows sensitivity and understand of others' perspectives
 - Help out based on understanding other people's needs and feelings



Actions to build Social Awareness

- Share and be honest about your feelings.
- Be consistent so that your spoken and unspoken messages match.
- Take the kinder road whenever possible.
- Try to see from the other person's perspective.
- Assume people have the best of intentions.
- Listen better.





Relationship Management

Mastering the abilities of self-awareness, self-regulation, self-motivation and empathy pave the way for attaining a greater skill in handling relationships. In order to be effective in relationships, we need to bring these skills together to become “socially intelligent.”

~ Goleman

A silhouette of two hikers on a mountain peak at sunset. One hiker is standing on a higher ledge, reaching out to help the other hiker who is climbing up. The sun is low on the horizon, creating a bright orange and yellow glow. The sky is filled with soft, wispy clouds. The overall mood is one of teamwork and overcoming challenges.

Actions to Build Managing Relationships

- Know the relationship boundaries.
- Consider relationship expectations.
- Examine your perceptions of the other person.
- Ascertain the other person's perception of you.
- Determine desired relationship outcomes.
- Tackle tough conversations.
- Use appropriate self-disclosure.
- Keep confidences.
- Listen more and talk less.

What about me?

EI SELF-ASSESSMENT CHECKLIST





Leadership & Emotional Intelligence

“Leaders influence the team’s emotions. The teams emotions drive overall performance.”

~ Robert G. Jerus

Resonant Leadership

- Delivers the message authentically and from own values and resonates with the emotions of those around them.
- The more resonance, the less 'static' in interactions.
- Resonant leadership helps team stay focused and optimistic even amid formidable change.



Dissonant Leadership...

- Lacks empathy,
- Produces groups that feel emotionally discordant, in which people have a sense of being 'off-key.'
- Result = collective distress that becomes the team's pre-occupation, displacing the attention to the leader's message or vision.
- Good enough rather than their best.



Resonance Skills

Style 1 – Visionary

- inspires people by focusing on long-term goals.

Style 2 – Coaching

- helps people assume responsibility for a stretch of the road that leads to the organization's success.

Resonance Skills

Style 3 – Affiliative

- creates a warm, people-focused working atmosphere.

Style 4 – Democratic

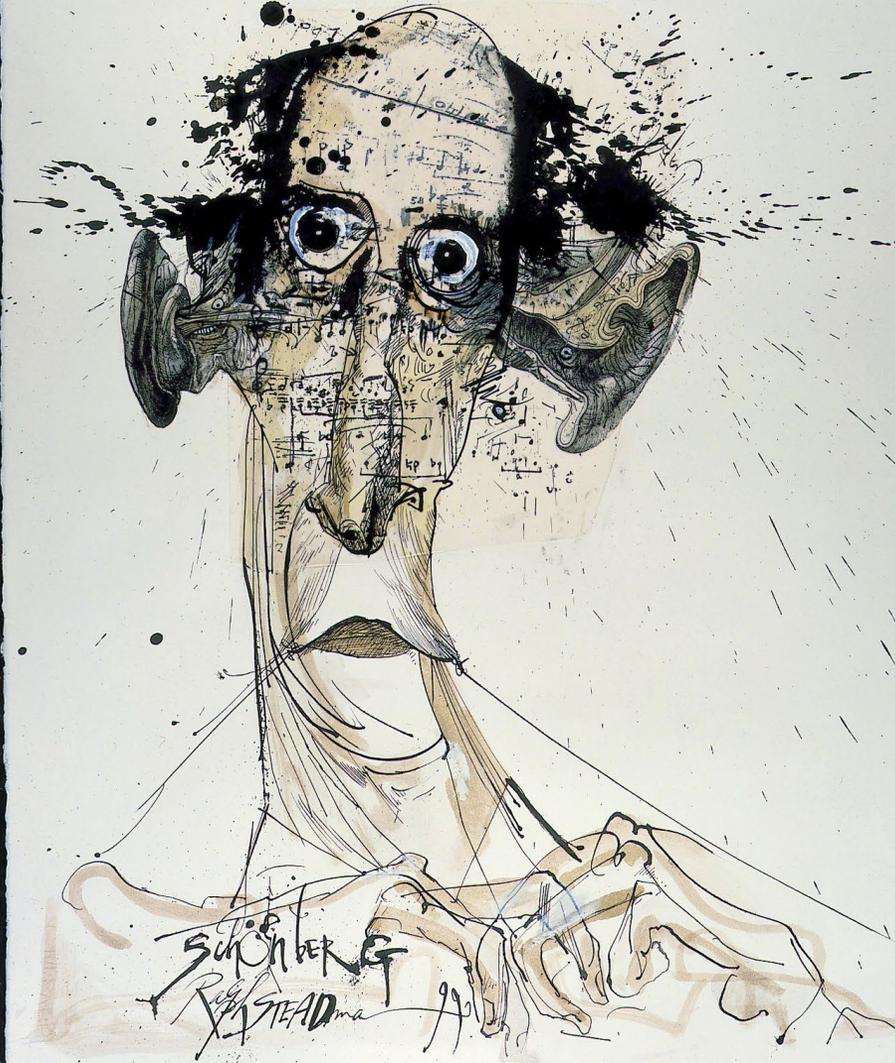
- obtains input and commitments from everyone in the group.

Dissonance Skills

Effective leaders use them sparingly because of their potential side-effects.

- **Style 5 – Pacesetting**
 - describes leadership that sets ambitious goals and continually monitors progress toward those goals.
- **Style 6 – Coercive**
 - describes leadership that issues instructions without asking for input about what is to be done or how: "do it because I say so."

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Dissonance Is The Default

Secret feelings that things are not 'right'

Denial: life becomes mechanical, meaningless - A sense that we must 'settle'

Negative self-talk - We justify our behavior and blame others

'Act out' at home or at work

9 Strategies for Promoting Emotional Intelligence



Taking the time
for mindfulness



Recognizing
and naming
emotions



Understanding
the causes of
feelings



Differentiating
between
emotion and
the need to
take action



Preventing
depression
through
"learned
optimism"



Managing anger
through learned
behavior or
distraction
techniques



Listening for the
lessons of feelings



Using "gut feelings"
in decision making



Developing listening
skills



Action plan

3 goals I am going to accomplish
based on my emotional
intelligence!



Thanks for your
Participation &
Attention!

Enjoy the rest of the Conference!

jamoto@familylinks.org

Thank You!

Please complete the evaluation for this session.

Click on the link in the Chat, then select:

Day One

Workshop

Leadership and Emotional Intelligence