

THE EMOTIONALLY-INTELLIGENT LEADER:

**WHY AND HOW TO DEVELOP ESSENTIAL EQ
COMPETENCIES**

Rachelle Strawther, Ed.D., M.A. Gonzaga University
Springfield Chamber of Commerce

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In the chat, please
share your NAME
and which NUMBER
applies to you

Ex. *Rachelle
Strawther - feeling a
little 6 today because
of the season
change. :/*

On this squirrel scale,
how do you feel today?

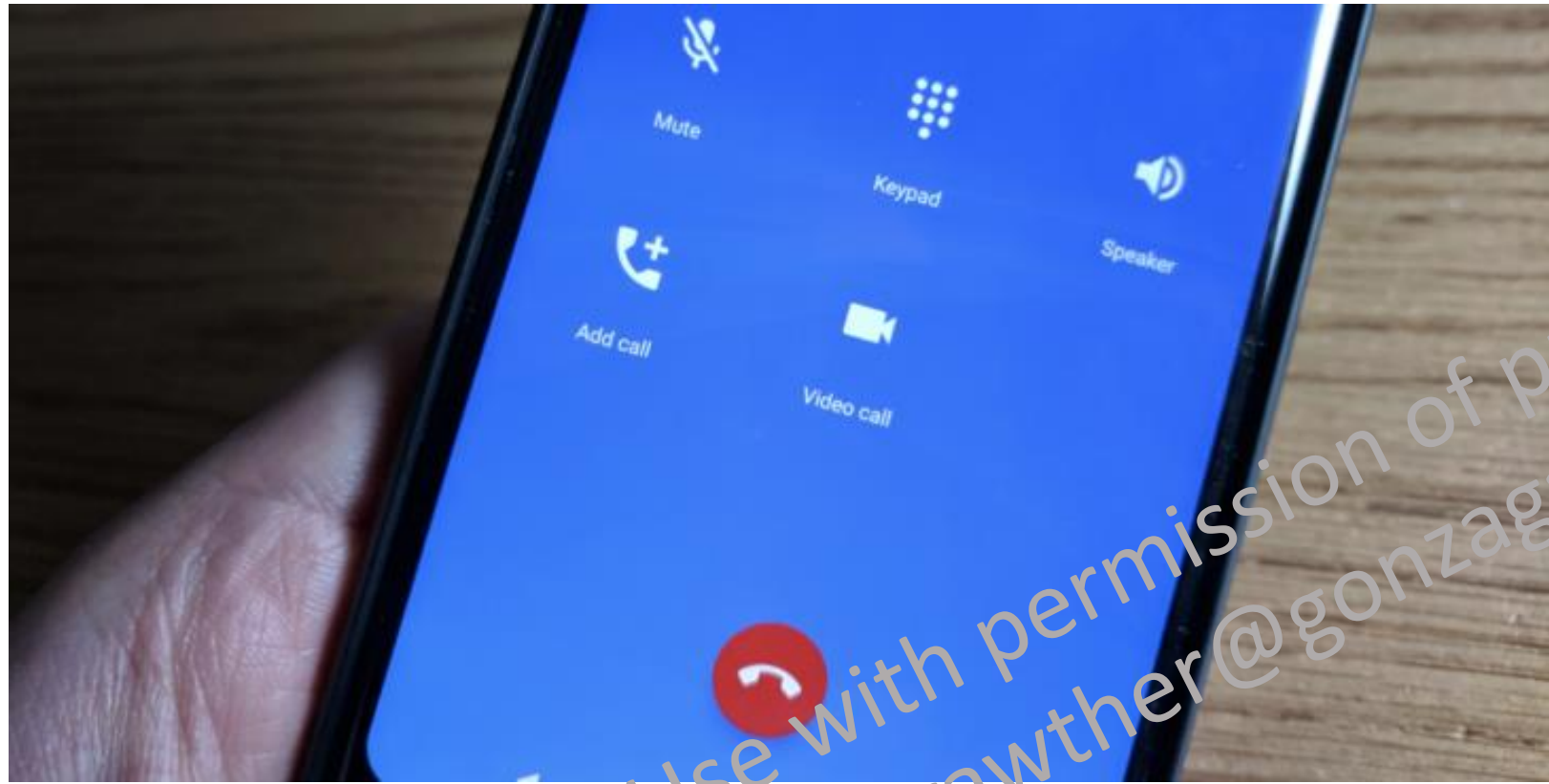


In the chat, share a few words that describe the best boss you ever had...

Now share a few words that describe the most challenging boss you ever had...

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*So back to our bosses –
What do both lists have
in common?*

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- Understand the core dimensions of emotional intelligence (EQ).
- Identify how EQ impacts personal and workplace relationships.
- Learn fundamental skills to increase EQ.

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What is Emotional Intelligence?

- “The ability to recognize and understand emotions in yourself and others”¹
- “A set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way”²
- “The ability to monitor one’s own and others’ emotions, to discriminate among them, and to use the information to guide one’s thinking”³

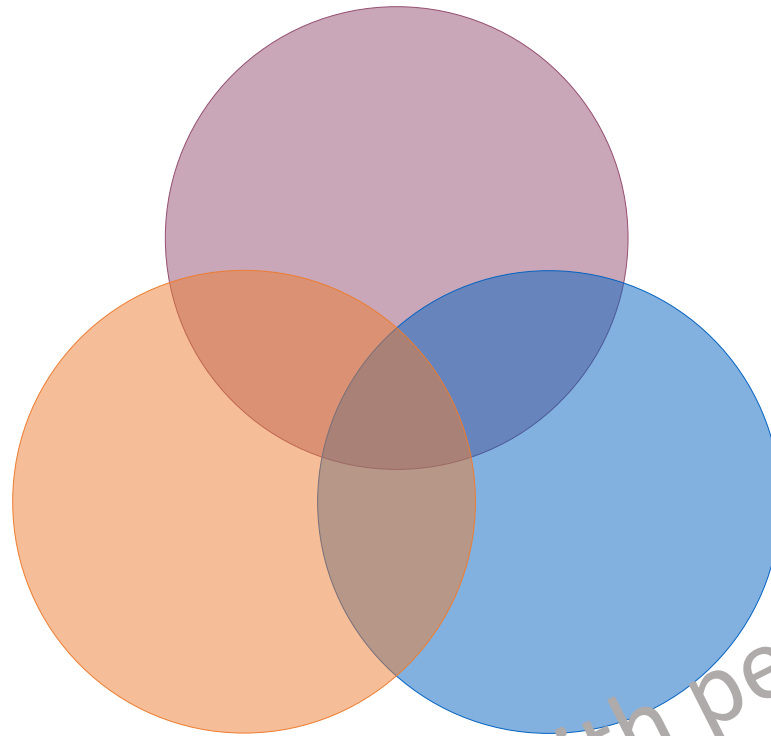
1. Bradbury, T., & Greaves, J. (2009). *Emotional Intelligence 2.0*. TalentSmart.

2. Multi-health Systems. (2011). *Emotional quotient inventory 2.0 (EQ-I 2.0) user’s handbook*. Toronto, Ontario: Multi-Health Systems.

3. Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, cognition and personality*, 9(2), 185-211.

Self-Awareness

Self-Regulation



Empathy

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It's the lens through which we see the world...



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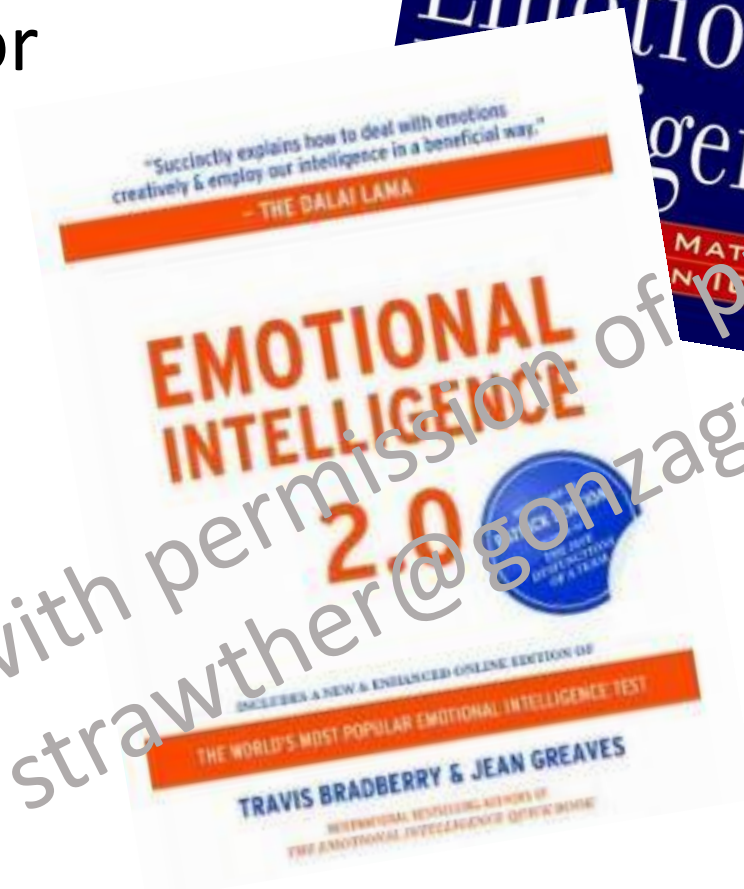
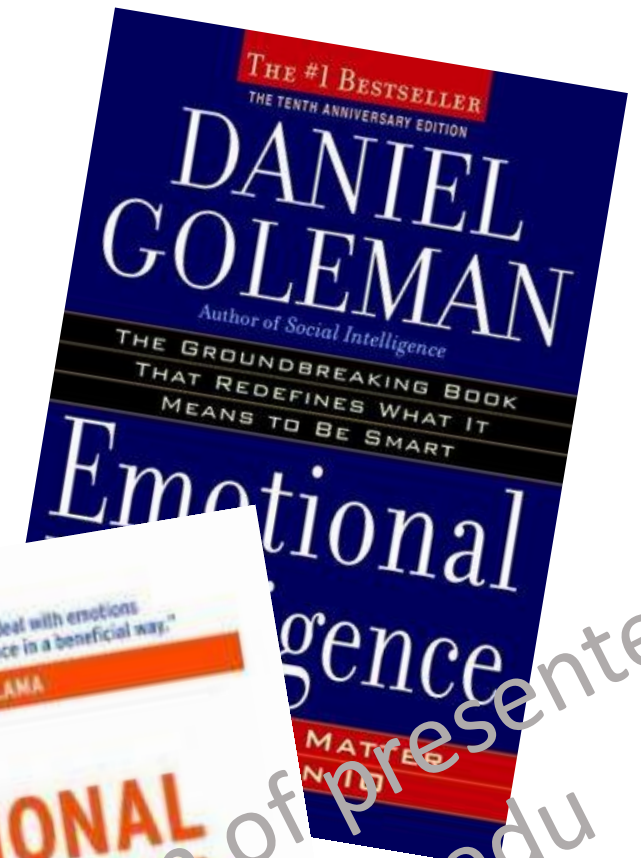
...and its roots are deep.



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Daniel Goleman:

- EQ: the “**new yardstick**” for career success.
- 80 - 100% of competencies noted for high-level leaders are EQ-related.
- EQ is the strongest predictor of whether someone will succeed in a job. (Source: TalentSmart)

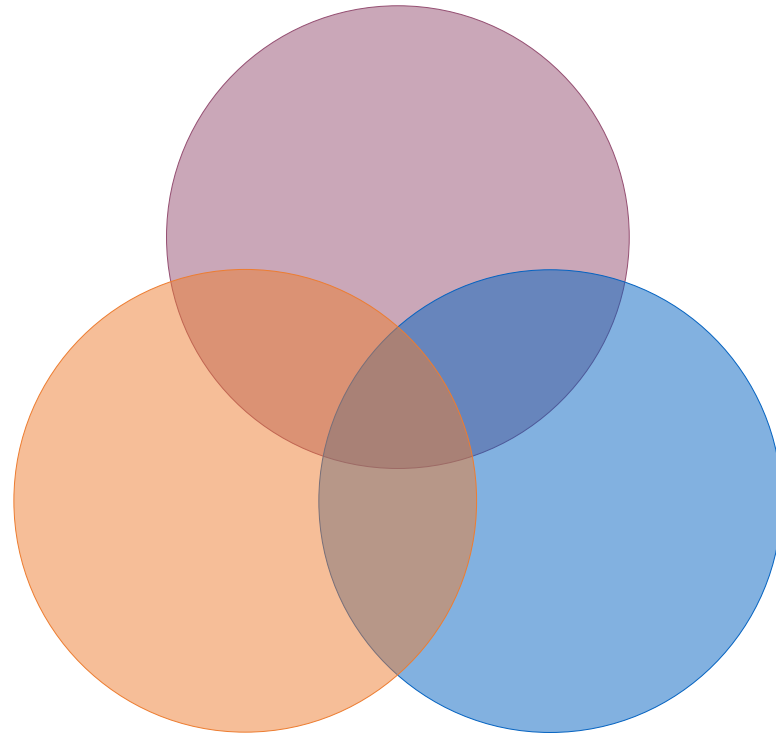




Unlike IQ, EQ is *learned*
and *developmental*.

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Dimension 1: Self-Awareness



How well do you know yourself and your impact on others?

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What
others
know
about me

What.
others
don't know
about me

What I know about myself

What I don't know about myself

PUBLIC

Feedback

BLIND

Discovery/Opportunity

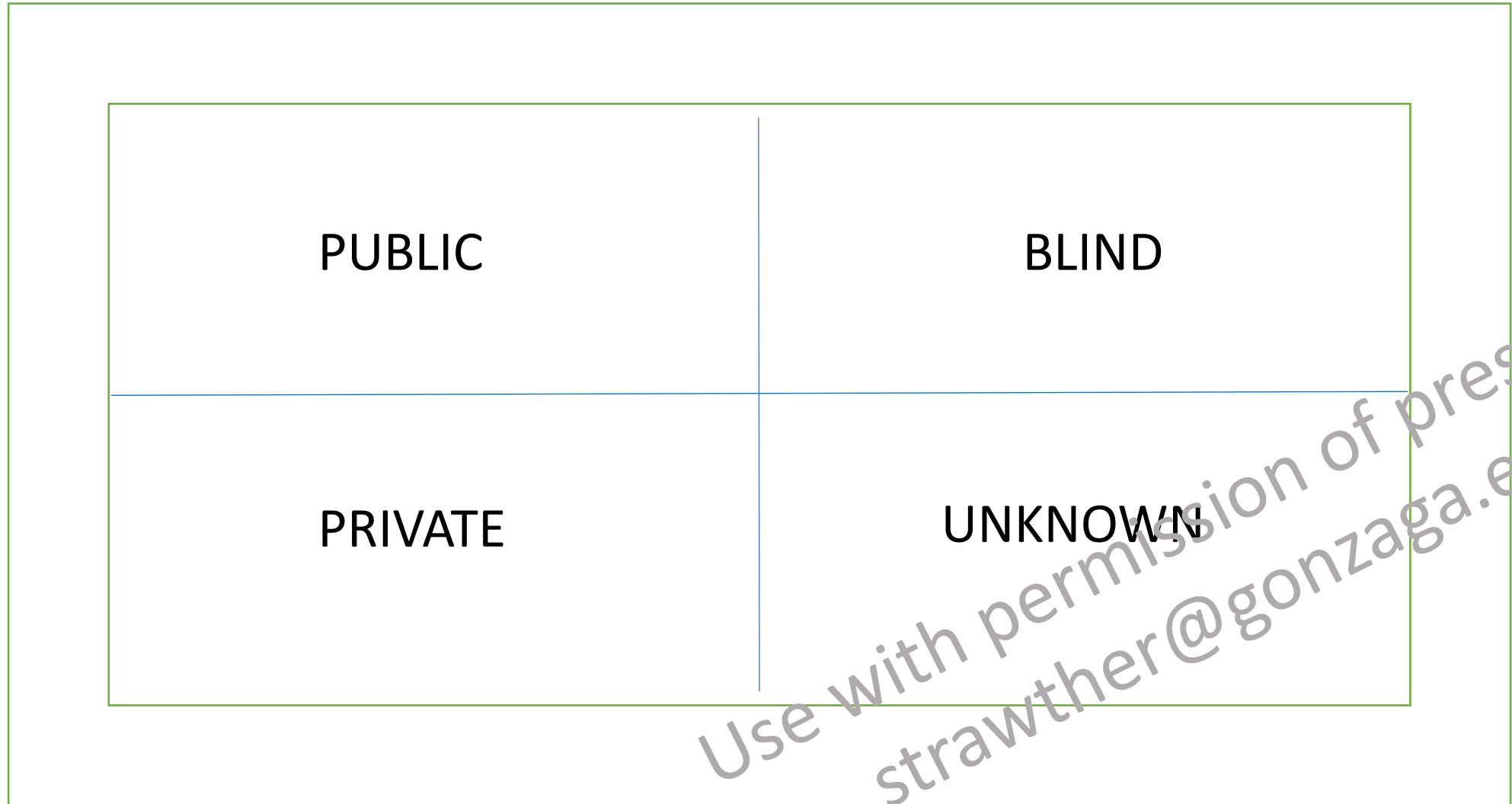
PRIVATE

UNKNOWN

Johari Window

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*How would your Johari Window of **today** compare to it from **20 years ago**?*



One aspect of self-awareness: the ability to access a variety of emotions.



Seven basic emotions*:

- **Anger:** *perceived injustice, frustration*
- **Anxiety:** *worry, apprehension*
- **Fear:** *perception of threat (physical or emotional)*
- **Joy:** *vitality, resilience*
- **Love:** *warmth, connection with others*
- **Sadness:** *sensitivity to loss and disappointment*
- **Shame:** *feeling of inadequacy or blame caused by wrongdoing; different from guilt*

*Source: Johnson and Erb, 2003; Learning in Action Technologies

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Case Study: "Daniel"



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Healthy self-awareness means:

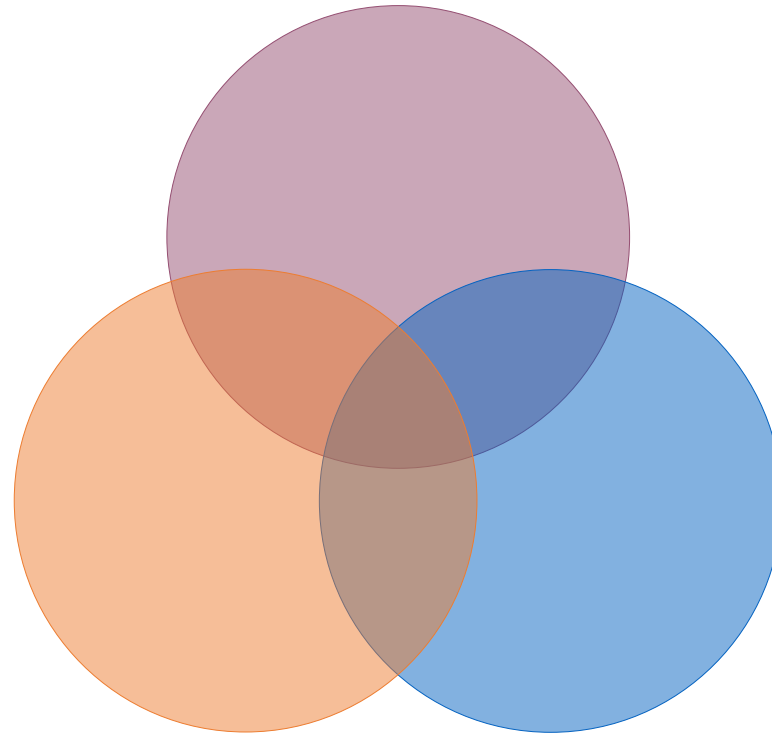
- We can notice our emotions, thoughts and wants as they occur.
- We can balance the three when making decisions.
- We can tap into different kinds of emotions.
- We can sit with uncomfortable feelings.

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Tips for Building Self-Awareness

- **Notice and name** where you are holding stress in your body.
- Ask yourself, “**What’s really going on for me right now?**”
(Ex. Ask yourself the **5 why’s**)
- Pay attention to **how people respond to you**. Do you see patterns based on your behavior?
- **Seek feedback regularly**, with openness and curiosity.
- If you’re worried about something you said or did, check in about it. If needed, **apologize and repair**.

Dimension 2:
Self-Regulation



How well do you cope with stress?

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"Holly"



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Self-Regulation:

Soothing yourself without
burdening someone else

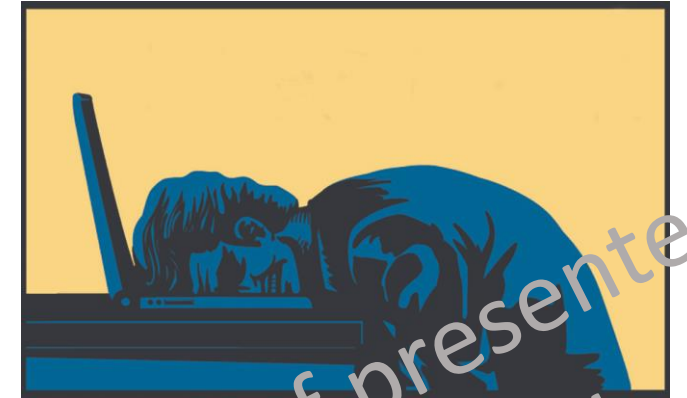
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How does self-regulation – or
lack thereof – impact team
dynamics?

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When we DON'T self-regulate well...

- We can be defensive.
- We're likely to 'flip our lid.'
- People may not trust us.
- We may expect others to adapt to our needs and moods.



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When we DO self-regulate well...

Those around us are more likely to:

- Be honest.
- Focus on solutions rather than our emotional needs.
- Trust us and feel safer to fail.



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Strategies to
self-regulate
without
others:

Meditation
Deep breaths
Exit and regain calm
Laugh!
½ smile
Take a walk
Go for a run
Yoga
Massage
Journal
Hot shower
Count to 10
Focus on a positive
Have a good cry



Strategies to
regulate
yourself *within*
relationships:

Interdependent
Independent
Dependent
Disconnect



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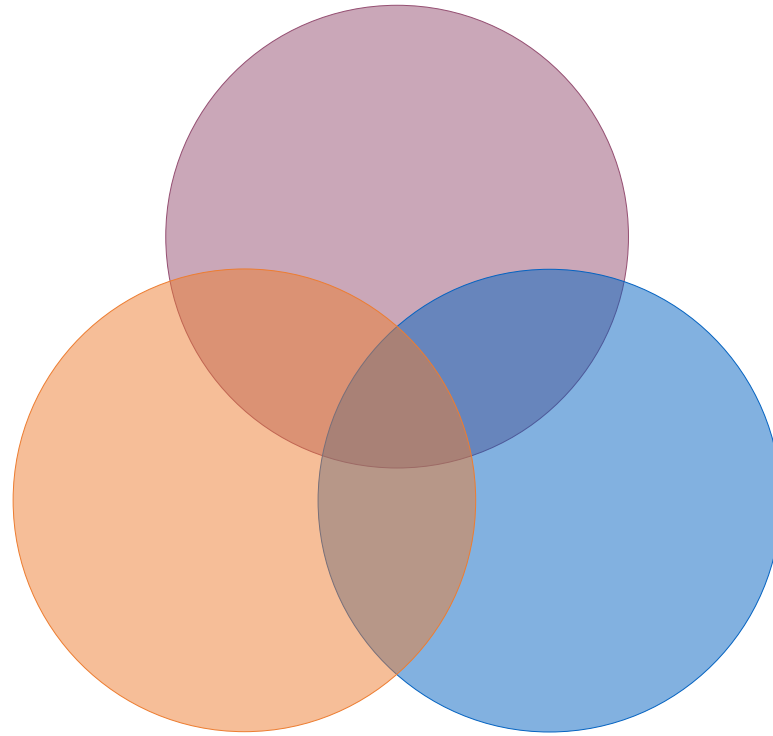
Strategies to regulate yourself *within relationships*:

- **Interdependent** – “Let’s figure this out together.”
(Best approach to start with.)
- **Independent** – “I’ve got this, let me do it.”
- **Dependent** – “Whatever you think.”
- **Disconnect** – “I’m done, I’m out.” (A last resort)

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What approach do you tend
to 'default' to?

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Dimension 3:
Empathy

How well do you put yourself in someone else's shoes?

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A short video featuring Dr. Brené Brown...



Two kinds of empathy:

- **Cognitive empathy:** Ability to recognize someone else's mental and emotional state
- **Affective empathy:** the ability to share their feelings, even while having healthy boundaries



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“Sheldon Cooper” from The Big Bang Theory



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Building cognitive empathy

- Consciously notice people's body language and inquire when appropriate. ("I noticed...")
- Tentatively guess what you think someone is feeling to confirm if you are correct. ("It sounds like you're feeling pretty _____ right now. Is that right?")
- Paraphrase/summarize what you hear.

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Building affective empathy (compassion)

- Get to know people who have different life experiences and perspectives.
- Demonstrate curiosity when a statement challenges you.
("Can you say more about that?")
- Let people speak without interrupting them.
- Look people in the eye (if in Western culture).
- Reflect on someone you love before a tough conversation.

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Attunement: Meeting someone where they are at, emotionally or mentally



Unpacking Attunement:

- A young person in your family tells you, “I’m such a loser.”
- What do you want to say to them?
- “No, you’re not.”
- Instead of this, inquire more. (“What happened?”)
- Express empathy for that feeling. (“That must have been really hard.”)
- Ask what they need from you. (“What would be most helpful right now?”)
- Problem-solve later, when they are emotionally stabilized.

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How might you “tune” to people
on your team?

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Want to learn more about EQ or continue on your leadership journey?

- Take the EQ Profile, an assessment that focuses on how you manage emotions and show empathy when in stress.
- Enroll in one of Gonzaga's 3-month leadership certificates.

www.Gonzaga.edu/Leadforlife

Email me at strawther@gonzaga.edu

Rachelle Strawther

