



Emotionally Intelligent Leadership




with Neil Ihde, MA

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Vulnerability


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- We spend many hours at work and with our colleagues
- *Vulnerability...is it safe? Can I belong here?*



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- Here's the crux of the struggle...
 - *I want to experience your vulnerability, but I don't want to be vulnerable*
 - *Vulnerability is courage in you and inadequacy in me.*
 - *I'm drawn to your vulnerability but repelled by mine.*




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Frazzled, Frenetic and Feisty

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Frazzled, Frenetic, and Feisty

- "It really wears on our coping abilities to the point where we aren't able to regulate our emotions as well as we could before."
- Cumulative, ongoing stress...loss of a loved one, vacations, celebrations, jobs, life on hold
- Struggle to maintain *hope*



"A New National Crisis" The Washington Post, Dec 24, 2021, Marisa Iati

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Life IQ

Frazzled, Frenetic, and Feisty

- Need for...
 - *Stability*
 - *Predictability*
 - *Appreciation*
- **How?**

LARGE GROUP

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Life IQ


From Pandemic to Sansdemic

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Life IQ

Three pre-existing conditions both revealed and exacerbated by 2020:


1. Mass exodus of baby boomers (workforce past)



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Life IQ

2. Record-low labor force participation rate (LFPR) of prime-age Americans (workforce present)
 - Thousands of Americans have voluntarily opted out of looking for work. The children and grandchildren of baby boomers are not replacing the boomers who leave the workforce



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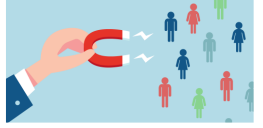
Life IQ

3. The lowest birth rates in US history (workforce future)
 - The national birth rate, already in decline, hit a 35-year low in 2019, and the relative size of the working-age population has been shrinking since 2008.
 - National population is projected to begin shrinking by 2062 – this means that over the next generation, talent shortages will only compound.

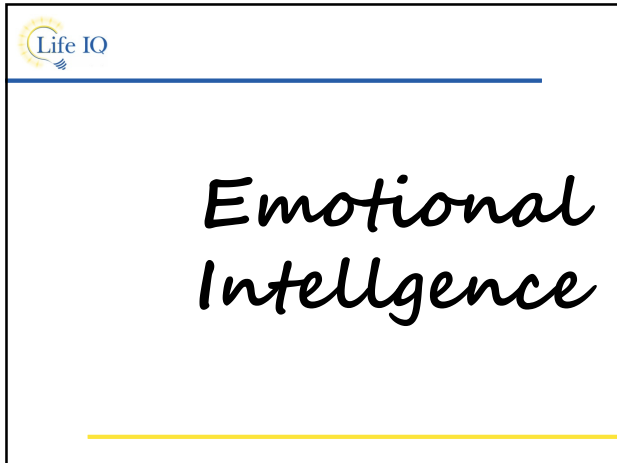
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Life IQ

- Retention! Retention! Retention!
- Be creative...retention may require more flexible schedules and self-pace courses, deferred payment plans, mentorship programs, child care assistance, etc.



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Life IQ

Emotional Intelligence

- Emotional intelligence is the ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.




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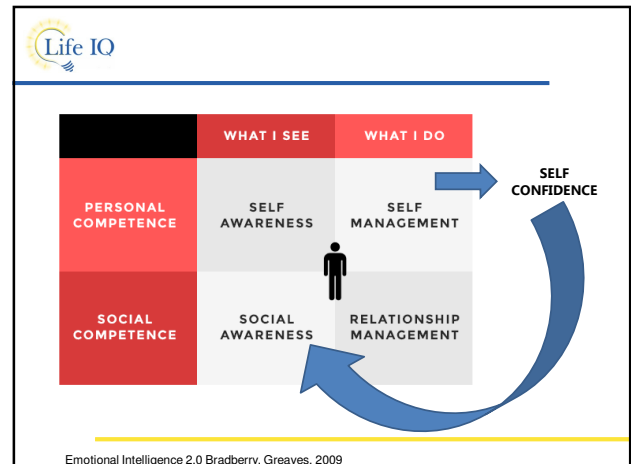
Life IQ

Emotional Intelligence

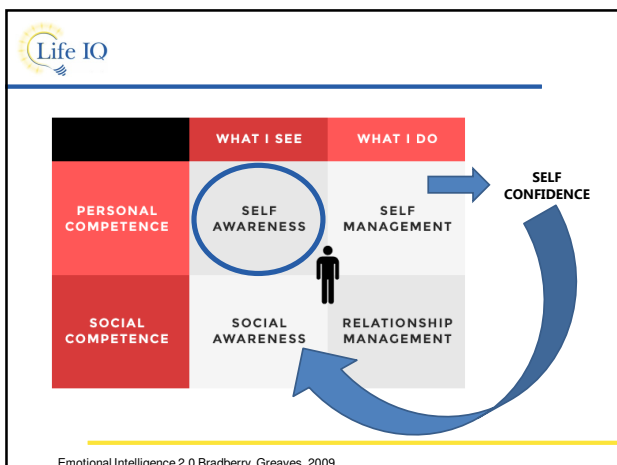
- El is **not** genetically fixed, nor does it develop only in early childhood
- Unlike IQ, which changes little after our teen years, EI seems to be largely learned
- EI continues to develop as we go through life and learn from our experiences



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Life IQ

Self-awareness


- Studies tell us that only 20% of individuals in organizations are self-aware
- I may know more about you in 5 minutes...
 - First impressions...primacy effect
 - Speed dating
 - Johari window

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	Others know	Others do not know
I know	Arena	Facade
I do not know	Blind spots	Unconscious


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Myers-Briggs Type Indicator

ORIENTATION OF ENERGY: DIRECTION OF FOCUS, SOURCE OF ENERGY	
E Extraversion	Introversion I
Energized by outer world	Energized by inner world
Focus on people, things	Focus on thoughts, concepts
Active	Reflective
Breadth of interest	Depth of interest
Live it, then understand it	Understand it before live it
Interaction	Concentration
Outgoing	Inwardly directed


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Myers-Briggs Type Indicator

PERCEIVING FUNCTION: WAYS OF TAKING IN INFORMATION	
S Sensing	Intuition N
Facts	Meanings
Data	Associations
Detail	Possibilities
Reality-based	Hunches, speculations
Actuality	Theoretical
Here and now	Future
Utility	Fantasy


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Myers-Briggs Type Indicator

JUDGING FUNCTION: WAYS OF COMING TO DECISIONS	
T Thinking	Feeling F
Analysis	Sympathy
Objective	Subjective
Logic	Humane
Impersonal	Personal
Critique	Appreciate
Reason	Values
Criteria	Circumstances


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Myers-Briggs Type Indicator


ORIENTATION TO OUTER LIFE: ATTITUDE TOWARD THE EXTERNAL WORLD	
J Judging	Perceiving P
Organized	Pending
Settled	Flexible
Planned	Spontaneous
Decisive	Tentative
Control one's life	Let life happen
Set goals	Undaunted by surprise
Systematic	Open to change

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Self-awareness

- We're all lousy self-evaluators
- Manager...10s...Employees...1s
- College students do a superior job predicting the longevity of their roommates' relationships than their own.

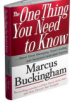


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Life IQ

Self-Awareness

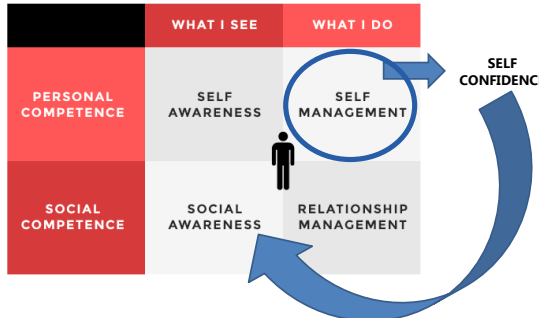
- According to Marcus Buckingham's book The One Thing You Need to Know, for individual success the One Thing you need to know... **Discover What You Don't Like Doing and Stop Doing It!**



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Life IQ

	WHAT I SEE	WHAT I DO	
PERSONAL COMPETENCE	SELF AWARENESS	SELF MANAGEMENT	SELF CONFIDENCE
SOCIAL COMPETENCE	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT	




Emotional Intelligence 2.0 Bradberry, Greaves, 2009

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Life IQ

Self-Management

- Not unlike a volcano
- Since we're hard-wired to experience emotions before we can respond to them, it's the one-two punch of reading emotions effectively and then reacting to them



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Life IQ

Self-Regulation

- Why would self-regulation be important for an effective leader?
- Marshmallow test




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Life IQ

Technology Addiction

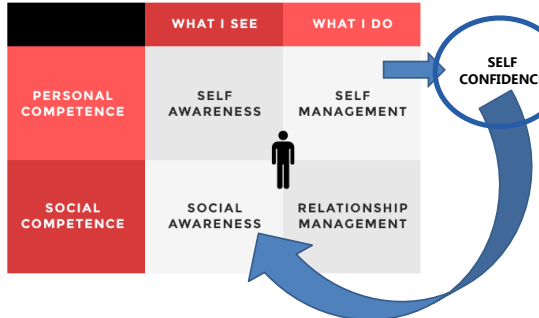
- "If 20 years ago, I had announced that we would soon be creating machines that control humans, there would have been an uproar, but now we are surrounded by persuasive technologies." – Dr. B.J. Fogg, Stanford University



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Life IQ

	WHAT I SEE	WHAT I DO	
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SOCIAL COMPETENCE	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT	



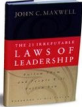
Emotional Intelligence 2.0 Bradberry, Greaves, 2009

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Life IQ

Self-Confidence

- Self-confident people are less needy
- Self confident people are not threatened by others' gifts, talents and abilities.
 - **Why?**
- John Maxwell's "Law of the Lid"
 - A hires A, B hires C



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Life IQ


Teachability

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Life IQ

Teachable

- *True wisdom comes to each of us when we realize how little we understand about our lives and the world around us. – Socrates*




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Teachable

- *Opinion is really the lowest form of human knowledge. It requires no accountability, no understanding. The highest form of knowledge is empathy, for it requires us to suspend our egos and live in another's world. – Bill Bullard*




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Life IQ

Teachable

- Self-confidence and being teachable have a symbiotic relationship
- I don't need to spend time posturing or proving myself to you or others
 - Puts me in a better place to learn, to be curious
 - It's not about me, it's about you




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Life IQ

Teachable

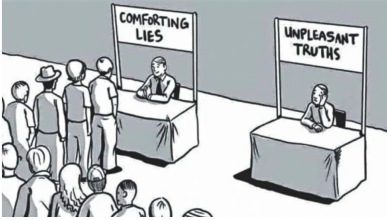
- **Cognitive dissonance** describes the mental discomfort that results from holding two conflicting beliefs, values, or attitudes. People tend to seek consistency in their attitudes and perceptions, so this conflict causes feelings of unease or discomfort.
- 10/1 Manager



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Life IQ

Teachable




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Life IQ

Teachable

- Our subjective experience is limited and using it – and the thinking patterns that create it – as the baseline for understanding the world is a limited way to go through life, and it biases us in the wrong direction.




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Life IQ

Teachable

- If you are willing to learn, observe and inquire, you will find everyone has something to teach you.
- Teachable individuals maintain a posture of readiness...what can I learn from this situation




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Life IQ

Teachable

- **CAUTION:** Getting positive or negative feedback to something you do or say is a greater influence on your thinking than logic and reasoning.




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Life IQ

Teachable

- The more sure we are that our current position is right, the less likely we are to take into account other opinions or even cold, hard scientific data.




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Life IQ

Teachable

- *“If you think you know a lot about something, even if you don’t, you’re less likely to be curious enough to explore the topic further, and will fail to learn how little you know,”* Louis Marti, UC Berkeley




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Life IQ

Teachable

- Learners need to recognize that there is a gap between what they currently know and what they could know. *If they don't think that gap is there, they won't take on new information.*




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Life IQ

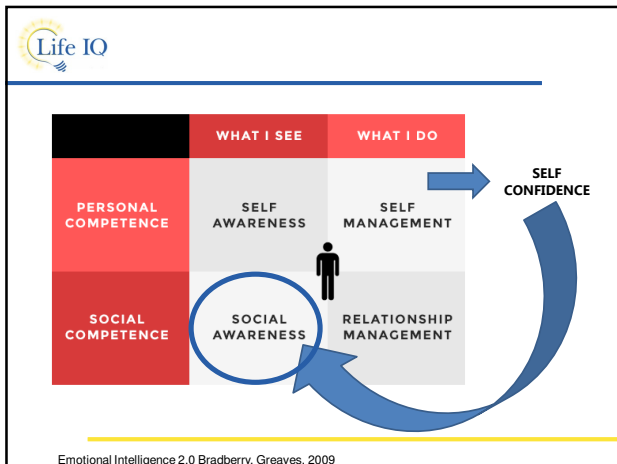
Teachable

The art of inviting feedback

- Do I want to be great, or do I just want to be seen as great?*
- "What would you do differently if you were me?"***



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Life IQ

Social Awareness

- Social awareness is your ability to accurately pick up on emotions in other people and understand what is really going on with them.




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Life IQ

Social Awareness

- Making sure you are present and able to give others your full attention is the first step to becoming more socially aware.

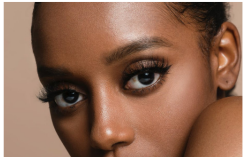


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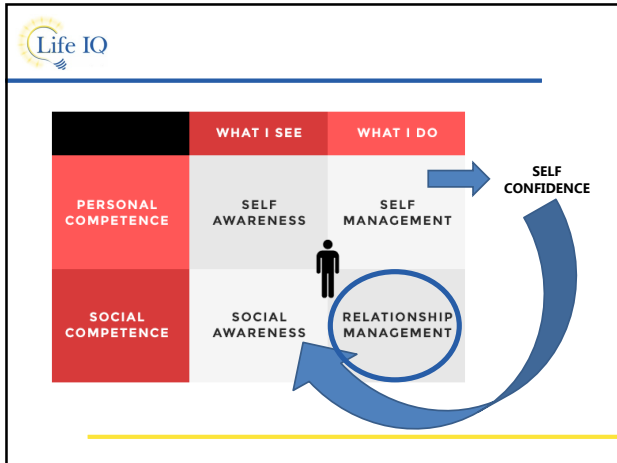
Life IQ

Watch Body Language

- Posture, eye movement, hand gestures, facial expressions
- What's the most telling part of the body?***



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Relationship Management

- The ability to use your awareness of your own emotions and those of others to manage interactions successfully
- Do my verbal and nonverbal interactions escalate or de-escalate a situation?*
 - Knotted shirt - ref
- Humans are complex, highly social and context dependent
 - Deb-new system-2 MAs reaction

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Relationship Management

- You use your **self-awareness** skills to notice your feelings and judge if your needs are being satisfied
- You use your **self-management** skills to express your feelings and act accordingly to benefit the connection
- You use your **social awareness** skills to better understand the other person's needs and feelings

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Challenging relationships


- What emotions am I experiencing? (self-awareness)
- Identify/Challenge your assumptions and biases (self-awareness)
- Do not act on unhealthy emotions and assumptions – no aggressive or passive-aggressive acts (self-management)



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Challenging relationships


- Ask yourself...*Am I reading this situation correctly? Do I have the correct perception. Is there anything I am doing that is contributing to this perception?* (social awareness)




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Challenging relationships

- Straightforward conversation... *This is my perception, assumption...* (relationship management)
 - It doesn't seem like we're on the same page...*
 - Is there anything we can do to work together more effectively?*




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Take Feedback Well

- *“Take a look at what I’m doing and tell me what I’m doing wrong”*




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Trust

- Actualizing your organizational potential ultimately comes down to individuals trust with one another and their collective trust in the organization
- Potential and trust are inextricably linked




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Trust

- Organizations move at the speed of trust




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Tackle a Tough Conversation

- Start with agreement
- Ask them to help you understand their perspective
- Resist the urge to plan a “comeback” or rebuttal
- Help the other person understand your side, too
- Move the conversation forward (discourage repetition) to resolution (if possible)
- Keep in touch



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