

# Emotional Intelligence for Managers



# Getting to Know You . . .

- Name and Organisation
- Your role- how long
- Your context - No. people manage (remote / face-to-face), how long in management role
- Knowledge and experience of emotional intelligence
- Why you are here – what you would like to get out of today.



# Working Together

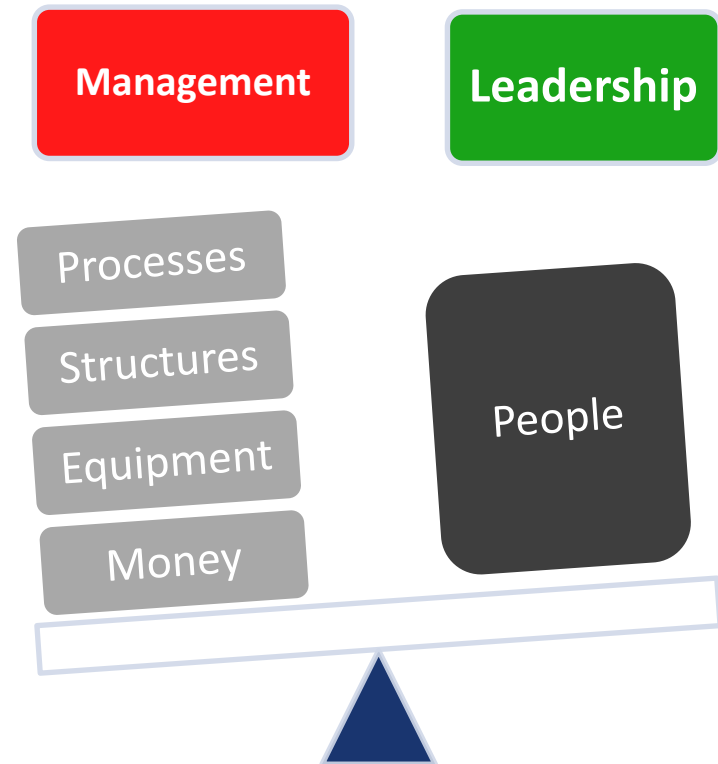
- Time Keeping
- Confidentiality
- There's no such thing as a silly question
- Experiment and take risks – see possibilities not limits
- Respect – space and values for others
- Participation – involvement/contribution
- Bit of fun!





# Management and Leadership

- **Management:** The planning and organising of time, resources and people to achieve optimum results effectively and efficiently.
- **Leadership:** To motivate, provide direction and guidance to an individual or group of individuals to achieve optimum results



Source: John Adair

Emotions drive **people**.  
People drive **performance**.



- 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.
- *Daniel Goleman*

# EMOTIONAL INTELLIGENCE







# Emotional Intelligence

‘The ability to express your emotions appropriately and clearly in a way that enables you to achieve harmonious and effective outcomes with others.’

# What is Emotional Intelligence

The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

“The rare ability to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way..” ...(Aristotle)

# A Brief History of Emotional Intelligence

1975 – Howard Gardner publishes 'The Shattered Mind' which introduces the concept of multiple intelligences

1985 – Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire"

1987 – In an article published in *Mensa Magazine*, Keith Beasley uses the term "emotional quotient."

1990 – Psychologists Peter Salovey and John Mayer publish their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*.

1995 - The concept of emotional intelligence is popularized after publication of psychologist and New York Times science writer Daniel Goleman's book *Emotional Intelligence: Why It Can Matter More Than IQ*.

# Emotional intelligence

- Is IQ the main indicator of destiny? – not nearly as much as we think
- Our view of human intelligence is usually much too narrow
- Our emotions play a huge role in thought, decision making and success.
- Our brains have developed and grown from the emotional part of the brain – completely entwined to influence the functioning of the rest of the brain.

# Intrapersonal Intelligence

- ‘The key to self-knowledge, access to one’s own feelings and the ability to discriminate among them and drawn upon them to guide behaviour.’
  
- Howard Gardner.

# SELF-AWARENESS

## BEING A WITNESS TO ONESELF

# Self Awareness

...is about understanding who you are, what makes you tick, what makes you angry, what makes you happy and motivated...



# Johari Window

What I see in me      What I don't see in me

What you see in me

What you don't see in me

<b>Open/Public self</b>	<b>Blind self</b>
<b>Private self/Facade</b>	<b>Unknown</b>

Self disclosure from me



Feedback from you

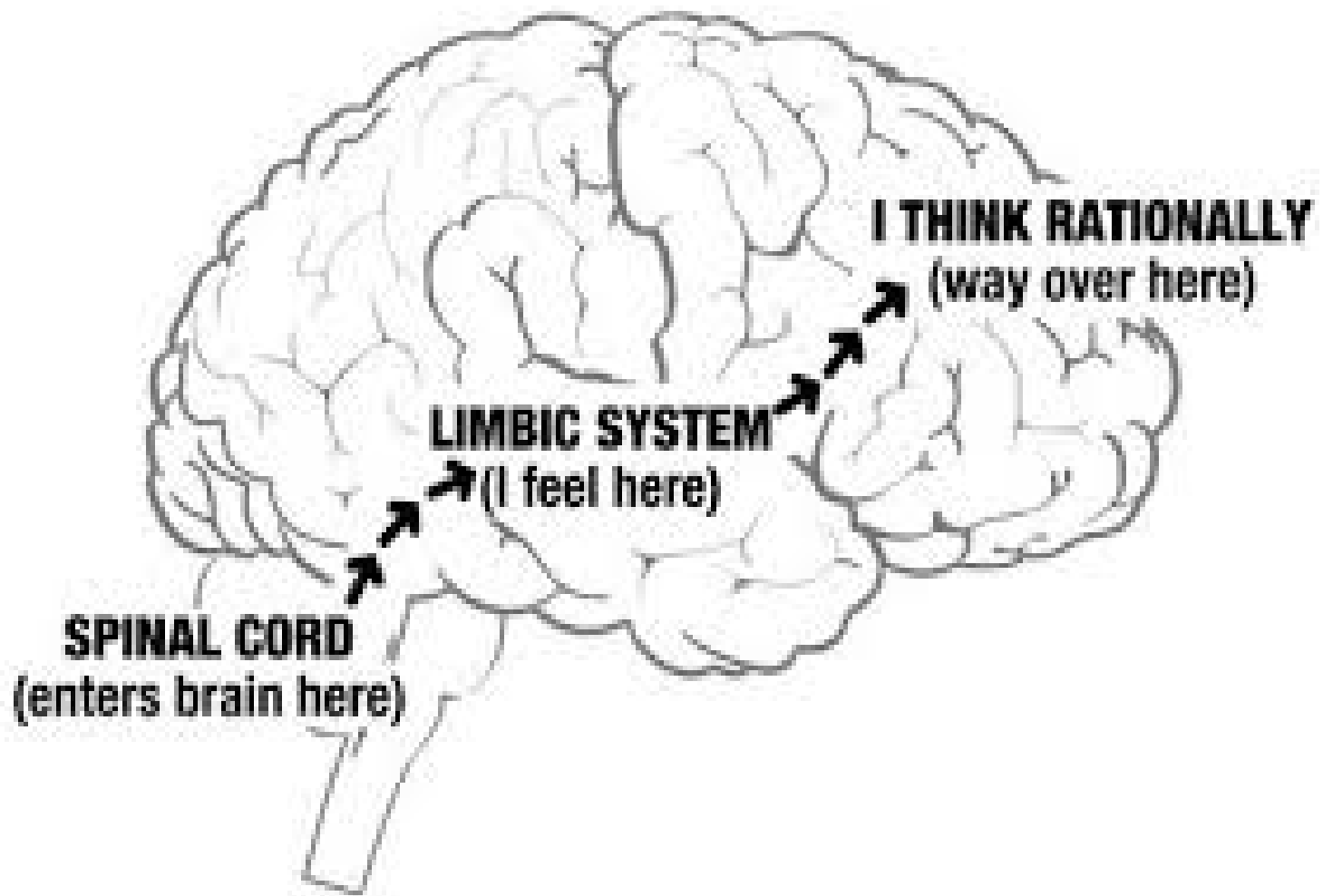


# Interpersonal Intelligence

- ‘Capacities to discern and respond appropriately to moods, temperaments, motivations and the desires of other people.’
- Howard Gardner.

# What is an Emotion?

1. What we think: our interpretation of events
2. What we feel: a way of describing a particular state
3. How our bodies react: e.g. racing heartbeat
4. How we behave: e.g. running away, hitting someone



- When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.

*-Dale Carnegie*

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# EMOTION

E-motere

Disturbance or agitation of the mind

# Three steps to Emotional Intelligence

1. Recognise the emotion
2. What are you feeling?
3. What are you going to do?

# FOUR PRIMARY STATES

ANGER

FEAR

SADNESS

JOY





# Listen to your body

- What is your body telling you when you have:
  - Butterflies in the stomach
  - Racing heartbeat
  - Blushing face
  - Sinking stomach
- How else does your body react to different emotions?









# DIMENSIONS

- EMOTIONS - anger
- MOOD - more muted and last longer  
grumpy, irritable, sulking.
- TEMPERAMENTS – Melancholy, timid, cheerful.

# The E.I. Competence Framework

- Self Awareness
- Self Regulation
- Self Motivation
  
- Social Awareness
- Social Skills



**“Yes, I think I have good people skills.  
What kind of idiot question is that?”**



# Daniel Goleman Competency Framework

## **Self-Awareness**

Emotional Self-Awareness  
Accurate Self-Assessment  
Self-Confidence

## **Social Awareness**

Empathy  
Organizational Awareness  
Service

## **Self-Management**

Self-Control  
Transparency  
Adaptability  
Achievement  
Initiative  
Optimism

## **Relationship Management**

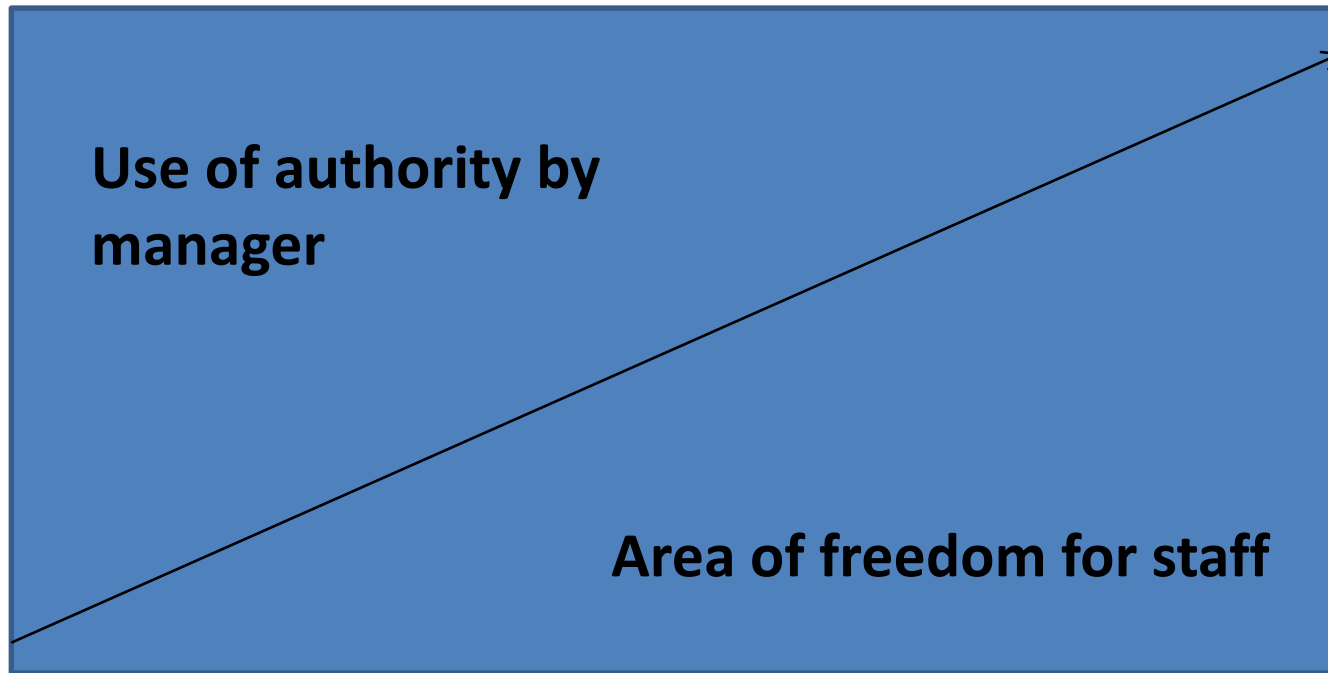
Inspirational Leadership  
Influence  
Developing Others  
Change Catalyst  
Conflict Management  
Teamwork and  
Collaboration

# The Resonant Leader

- The **Resonant** leader – attuned to peoples' feelings – speaks from own values. Empathises and is able to express feelings for the group.
- The **Dissonant** leader fails to empathise and read emotions of group. Sends needless upsetting messages. People feel off-balance and perform badly.

*Daniel Goleman – Primal Leadership*

# Tannenbaum & Schmidt Leadership Continuum



Tell



Sell



Consult



Share



Delegate

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# Six Styles of Leadership

D. Coleman (2000) Leadership That Gets Results



# Values

“Values aren't buses... They're not supposed to get you anywhere. They're supposed to define who you are.”

*Jennifer Crusie*



# Values to Action



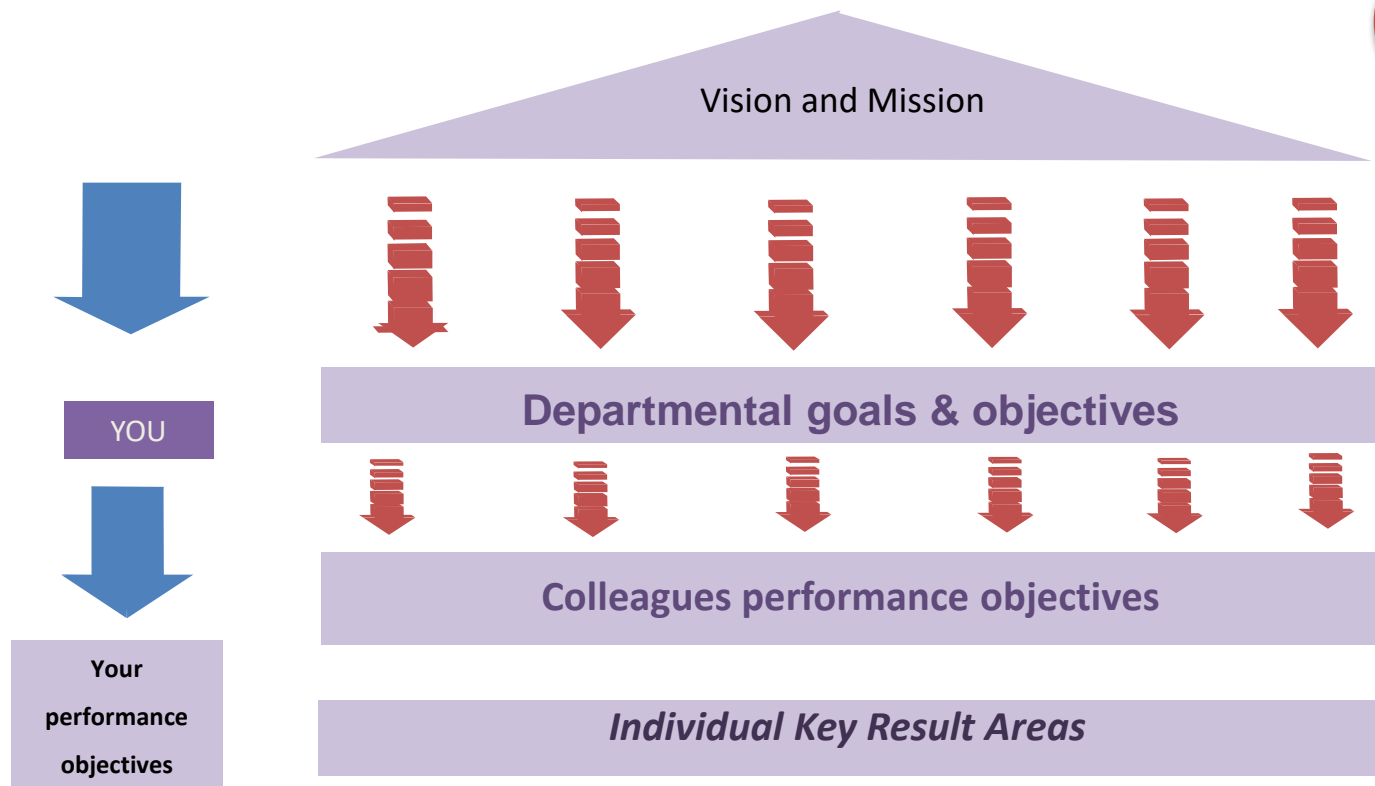
# Vision

- An effective leader should be able to clearly and simply share the **vision** they have for their project, team, service or organisation
- **'A vision gives meaning and purpose to your actions.'**
- **It is the picture on the jigsaw box of life'**





# Vision to Action



IF YOU ARE TUNED OUT OF YOUR  
**OWN EMOTIONS,**  
YOU WILL BE POOR AT READING THEM IN  
**OTHER PEOPLE.**

— DANIEL GOLEMAN —

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# 1. How well do you know yourself?

- What kind of people do you find it easy to work with?
- What kind of people do you find hard?
- What does that tell you about **you**?

# Amygdala hijack



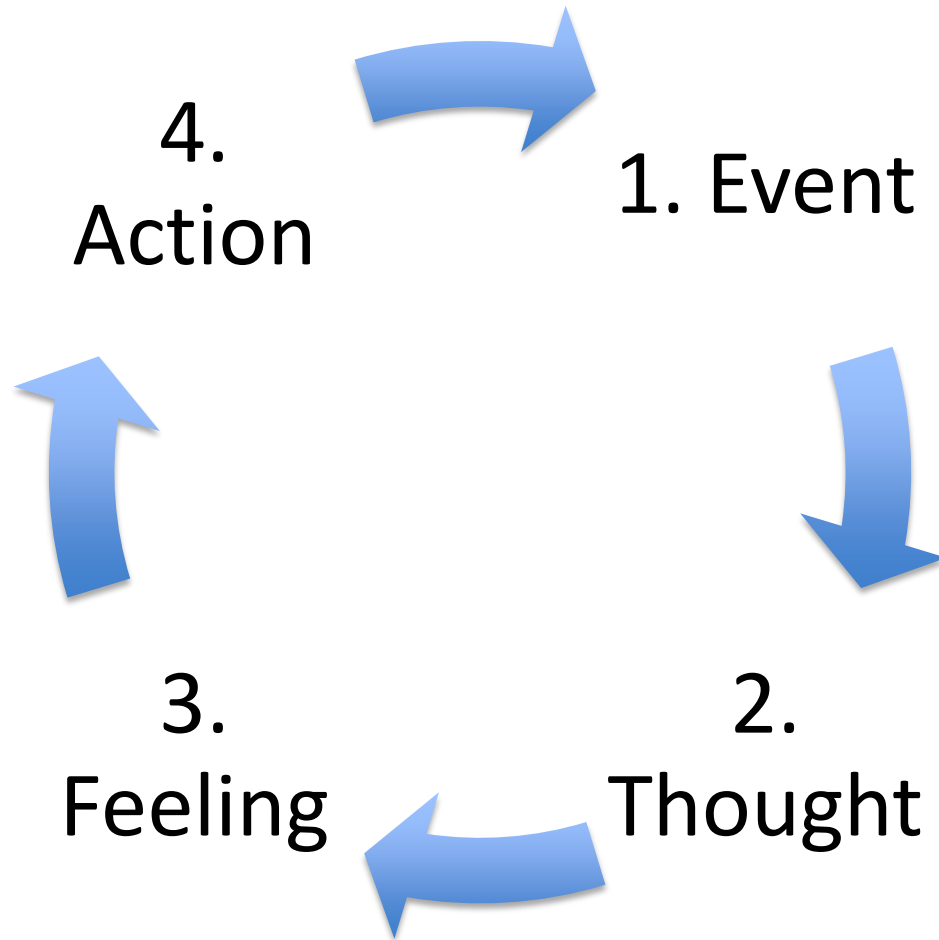
# Amygdala Hijack

Due to evolution, our brains have learnt to respond emotionally to certain stimuli (e.g. events, behaviours, etc), without consciously processing the thought and how we should behave.

When we have an immediate emotional response to something and behave in a way that we may later regret, this is known as an “amygdala hijack” i.e. the amygdala part of our brain has “hijacked” the thought-processing parts of the brain and so we respond emotionally rather than thoughtfully. It takes around 6 seconds between event and this hijacking response.



# Automatic Pilot



## What makes you mad!

What makes you emotional?

How do you behave?

How does it feel?

Can you tell you're about to lose it?

How does it affect others?

How do you feel afterwards?



# INNER DIALOGUE

- The greatest opponent you have is the voice within your head, not what is happening outside.
- A positive mental attitude is the key to success.





“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”.

*Victor E  
Frankl,  
Holocaust  
Survivor*

The Power Of The.....

# REFRAME

when you change the way you think, you change the way you feel

*“I can’t stand it!...I can’t do it...This always happens...It’s not fair...Why am I so stupid! There’s too much to do...This is not my job...I shouldn’t have to do this...  
I feel terrible...”*

*“It always works out okay...I can always find an opportunity in there...I always have choices...I’m not afraid of tackling the tough stuff first and then I can do all the easy things...I feel great...today will be just brilliant...I know how valuable I am and take good care of myself...”*

“There is nothing good or bad but thinking makes it  
so...” *Shakespeare, Hamlet*

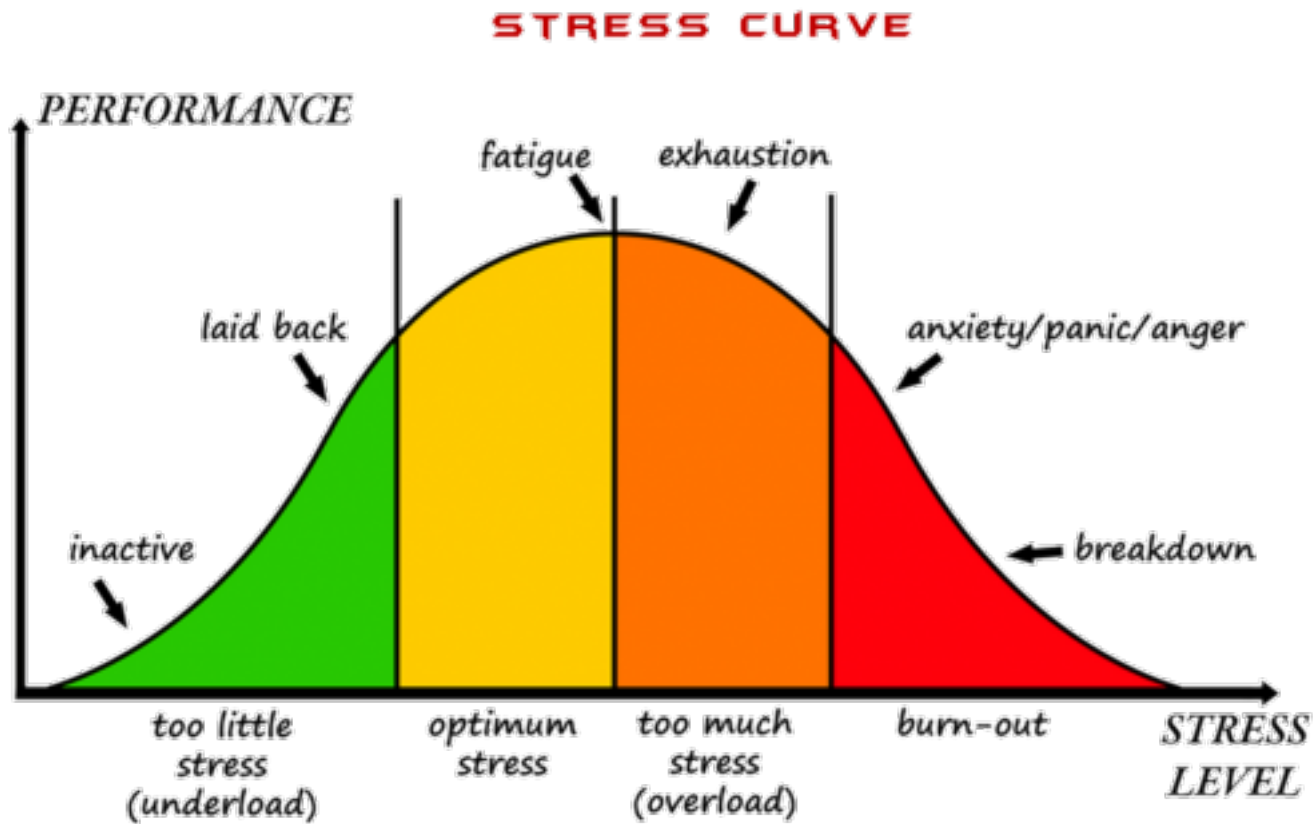


# Stress inhibits our openness to change

“In situations of high stress, fear or distrust, cortisol floods the brain and executive functions that help us with advanced thought processes like strategy, trust building, and compassion shut down. And the amygdala, our instinctive brain, takes over.....”

Judith Glaser  
Harvard Business Review  
January 2013

# Understanding Stress



# Resilience

The capacity to recover quickly from difficulties

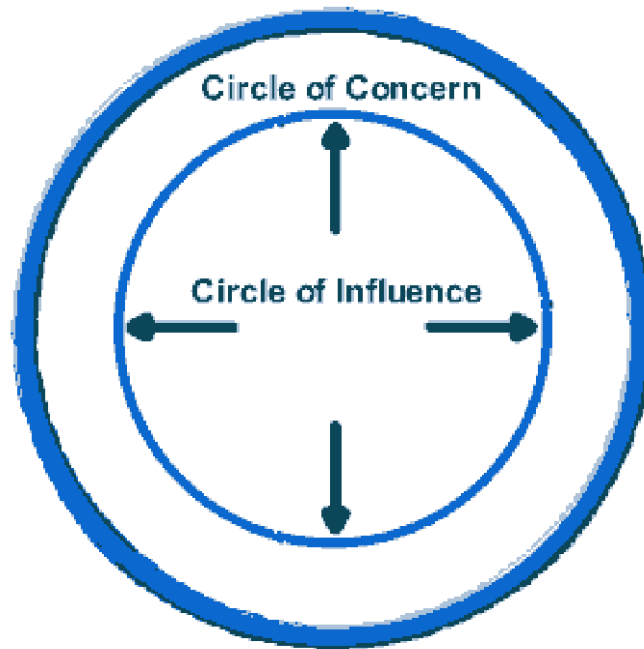




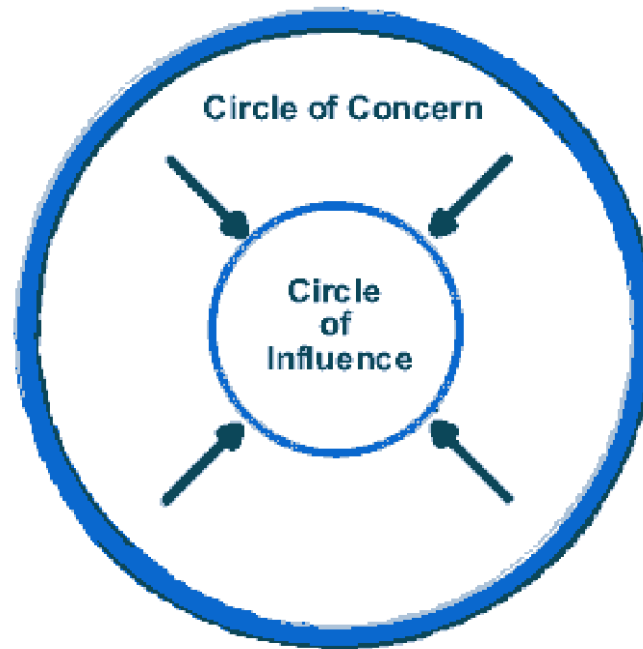




# Circles of Influence and Concern



**Proactive Focus**



**Reactive Focus**

# Social Awareness and Relationship Management

- Empathy
- Communication
- Recognising and Managing Resistance
- Power Dynamics
- Building Relationships
- Managing people through change



SEEK FIRST TO UNDERSTAND

THEN

BE UNDERSTOOD



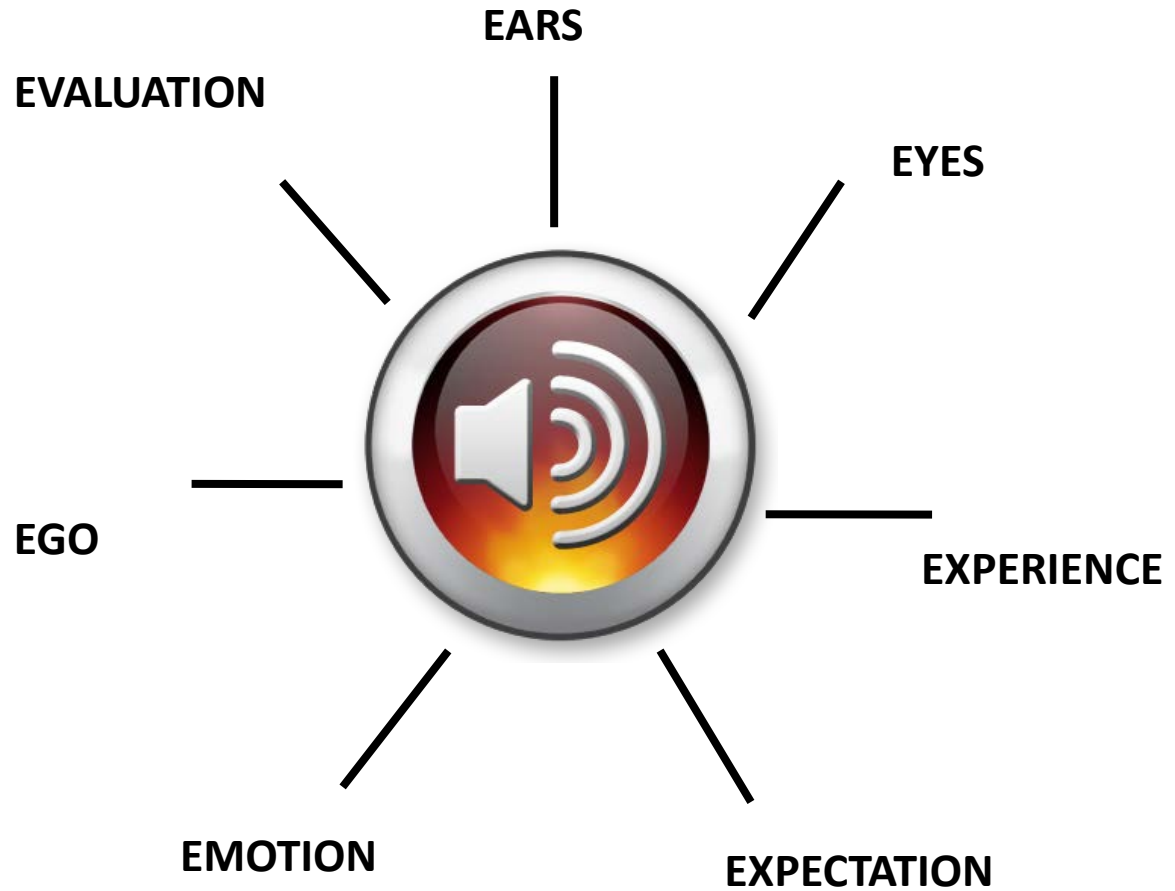
Empathy is not sympathy, nor is it feeling sorry for others. Instead, it is understanding what others are feeling or thinking.

# Listening.....

*“Next to physical survival, the greatest human need is psychological survival; to be understood, to be affirmed, to be validated, to be appreciated. When you **listen with empathy** to another person you give that person **psychological air**. And after that vital need is met, you can then focus on influencing or problem solving.”* Steven Covey 1991



# E'sy Listening?



# 7 Ways To Listen More Effectively

- Silence the inner talk
- Don't interrupt
- Don't plan your answer half way
- Avoid assuming the end
- Sum up and reflect back
- Check for understanding
- Ask questions

***‘Judge a man not by the  
answers he gives but the  
questions he asks’***

**Voltaire**

# Ask the right questions...

- Ask OPEN questions to encourage discussion... ‘WHAT?’ ‘WHEN?’ ‘HOW?’ ‘WHO?’ ‘WHERE?’ ‘TELL ME ABOUT’
- Ask CLOSED questions if you want to clarify
- Avoid asking MULTIPLE questions
- Ask PROBING questions
- Avoid WHY questions (sometimes)
- Ask questions in informal language – this is a conversation not an interrogation
- Ask “Anything else?” and wait – there often is
- Avoid leading questions ... “I’m sure you agree that ,,,



# OPEN ENDED QUESTIONS

- WHO?
- WHAT?
- WHEN?
- WHY?
- WHERE?
- HOW?
- Use this technique to gain information – clarify objections, check understanding.

# EFFECTIVE COMMUNICATION

- Communication is creating understanding in the minds of others which leads to action



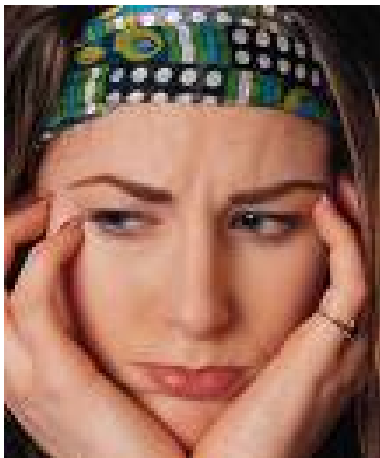
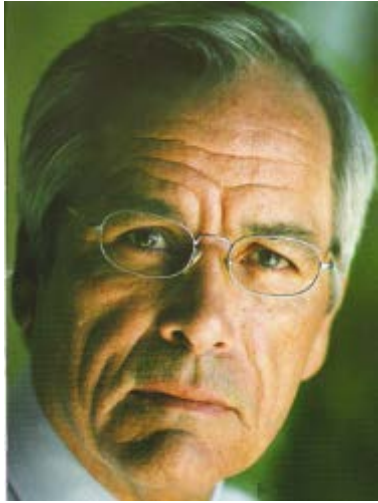
# Communication is made up of...:

Words - 7%

Tone of Voice - 38%

Body Language - 55%


# Understanding Others



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- For news of the heart,  
ask the face.

*-West African saying*

# Common interpretations of body language

Body Language: be aware how some people might interpret things you are doing:

For example:

- Sitting far back in the chair/slouched: *can communicate disinterest*
- Crossing legs and arms, clenching hands, leaning away: *can communicate defensiveness*
- Head in hands, staring blankly, little or no eye contact, doodling, yawning : *can communicate disinterest and boredom*
- Fidgeting, moving your legs up and down, blinking frequently: *can communicate nervousness*

## Tone of Voice

Similarly tone of voice communicates messages typically:

- Very quiet: *can communicate nervousness*
- Monotone: *can communicate lack of interest/boredom*
- Overly modulated/ high pitch: *can communicate nervousness/lack of confidence*
- Loud: *can communicate aggression*



# Communication

## 4 main styles:

- Recognise your style, the impact of your style and the style of others
- Are you green, blue, yellow or red?
- Do you recognise the colours in your team/manager?
- Very important to communicate appropriately to make sure they really listen and you are heard

# Green

- Motivated by appreciation.
- They are looking for trust and security
- Feelings led
- Take interest in them as people
- Establish rapport
- Speak calmly
- Focus on people outcomes
- Talk about gut feelings
- Explain why

# Blue

- Prepare – they look for data
- Motivated by procedures
- Acknowledge skills but do not condescend
- Present facts and information
- Present ideas logically
- Speak calmly
- Avoid over emotion
- Focus on benefits

# Yellow

- Ideas
- Use humour
- Talk about feeling
- Be passionate
- Focus on the positive
- Explain the why
- Don't take topic too seriously

# Red

- Action led – looking for results
- Be direct and to the point
- Motivated by change and challenge –focus on the new and exciting
- Mix facts and feelings
- Keep the hows and whys brief but be prepared to give further details if they bite
- Acknowledge desire for speedy results

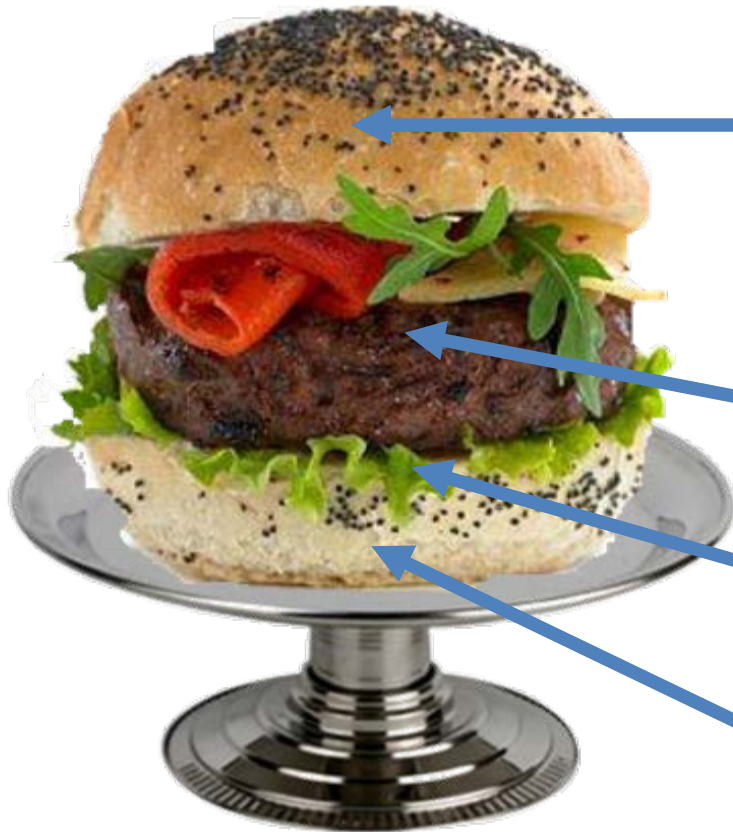
## **Social Skills – Handling Relationships:**

- Influence – skilled at persuasion.
- Communication – effective give and take – deal with difficult issues straightforwardly.
- Leadership – articulate enthusiasm for a shared vision
- Initiate or manage change
- Conflict Management – handle difficult people and tense situations with diplomacy and tact



- Building bonds – nurture relationships. Cultivate and maintain informal networks.
- Collaborate – works with others towards shared goals.
- Team Capabilities – create group synergies – model team qualities; draw members into active and enthusiastic participation.
- Build team identity and commitment.

# Feedback Burger for Supervision



- ASK – what went well
- ADD – what went well
- + Impact on others

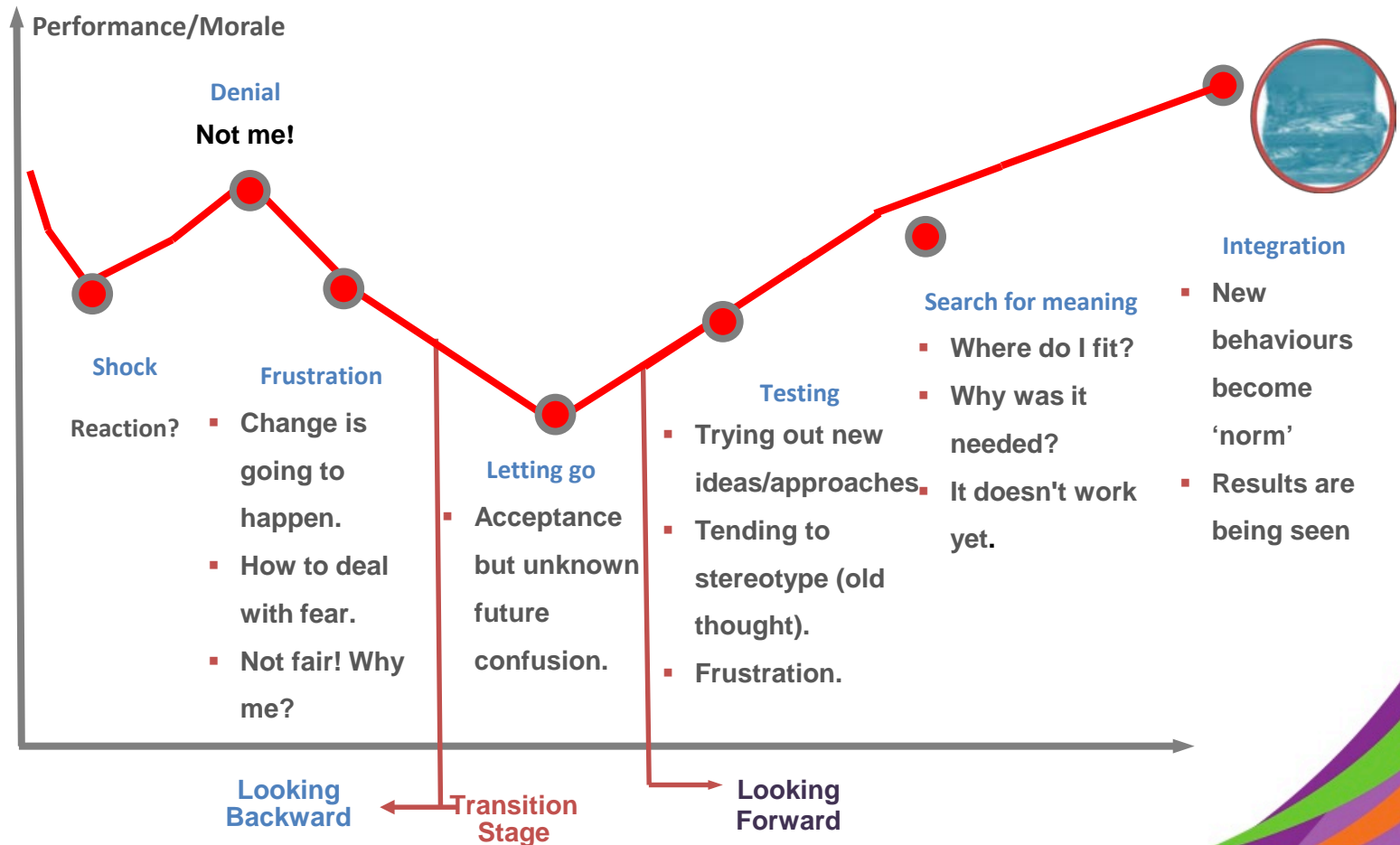


- ASK – what could be improved
- ADD – what could be improved
- + Impact on others

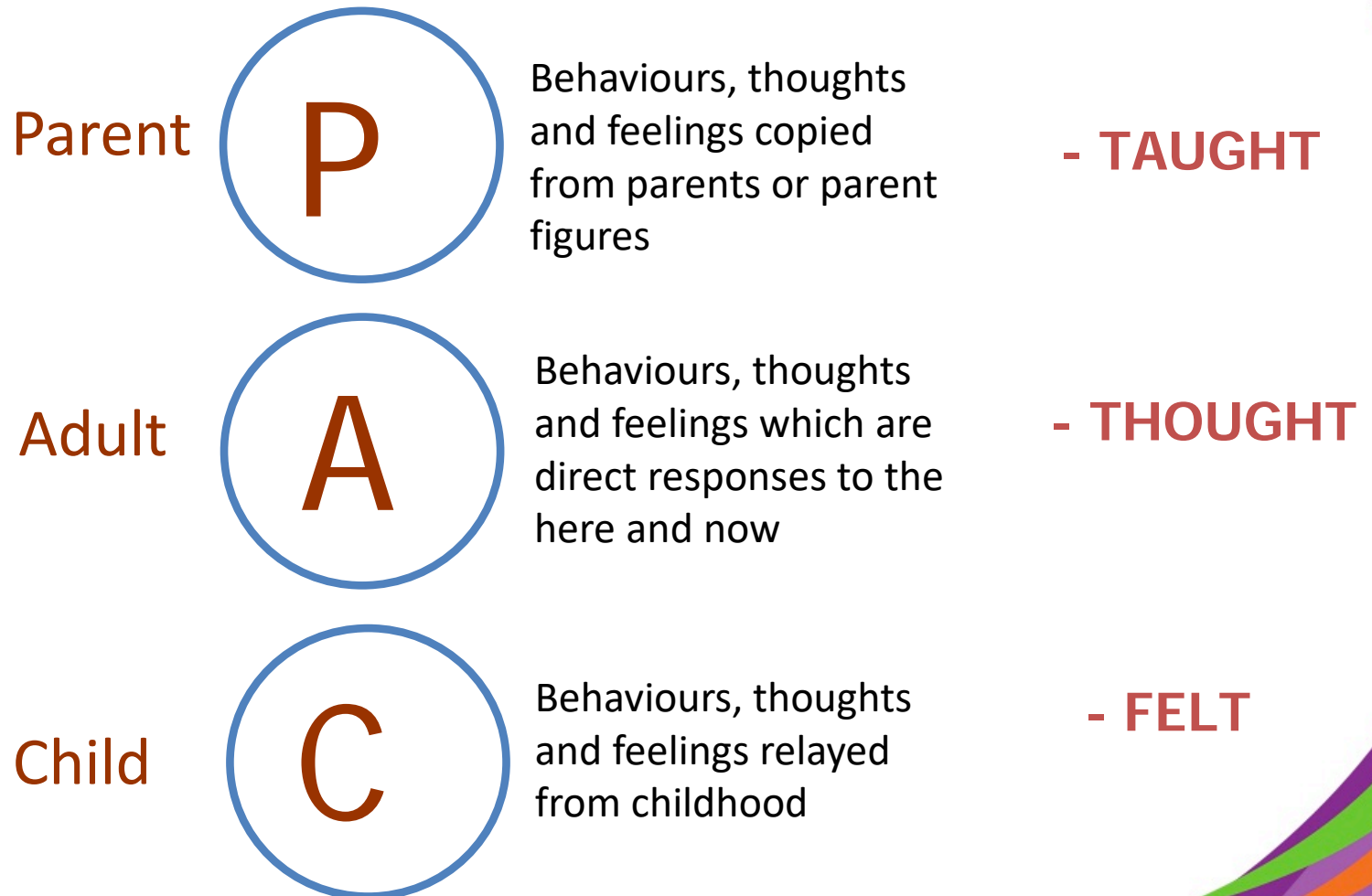
Agree objectives  
Plan actions

Agree success criteria  
Plan evaluation

# The Change/Transition Curve



# Parent, Adult Child



# The six ego states

Effective ego states (blue)	Ineffective ego states (red)
NP – Nurturing Parent	CP – Critical Parent
A – Adult	CC – Compliant child
NC – Natural child	RC – Rebellious Child

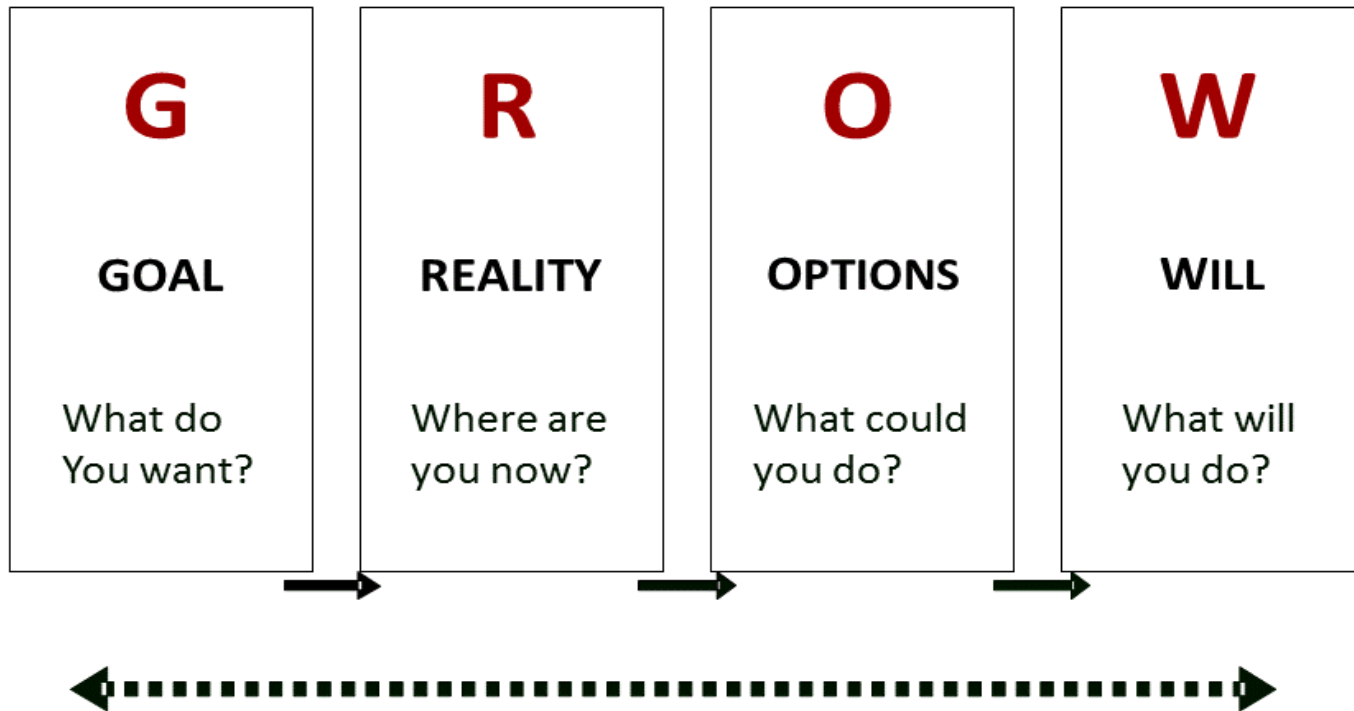
# The six ego states

‘Stay blue and people will respond to you. Turn red and it’s better not said’

*Abe Wagner*

*The Transactional Manager.*

# Grow Model



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SEEK FIRST TO UNDERSTAND

THEN

BE UNDERSTOOD

Emotional intelligence is a way of recognizing, understanding, and choosing how we think, feel, and act. It shapes our interactions with others and our understanding of ourselves. It defines how and what we learn; it allows us to set priorities; it determines the majority of our daily actions. Research suggests it is responsible for as much as 80 percent of the "success" in our lives.

*-J. Freedman*



“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”.

*Victor E  
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# Closing Round



## Closing Round



- Each person say one sentence about the day:
  - Something you have learnt
  - An action you will take as a result of what you have learnt today
- No more than 15 words please!!

*Thank you for listening*

