Emotional Intelligence and Leadership

The following presentation, in large part, discusses the findings and work of Travis Bradberry, Ph.D. and Jean Graves, Ph.D. Their work can be found in greater detail in their most recent book Emotional Intelligence 2.0 Copyright 2009 by Talent Smart
Good leadership is not about whether things go right or wrong, some things **will** go wrong.

Being a successful leader and manager is about how well you handle your emotions, understand the emotions of others, and find a successful approach to solving the problem.

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
Our Emotions

We’re all human, we have emotions

• Happy
• Sad
• Angry
• Afraid
• Ashamed

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
Our Emotions Have Both Triggers and Range

- Depending on each of our personal histories and experience there are a variety of trigger points that cause an emotional reaction within us.
- Understanding what triggers your emotions can help you develop habits that will improve your emotional intelligence.
- Our emotions can range from relatively mild to extreme

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
So What is Emotional Intelligence?

- Emotional Intelligence is our ability to recognize and understand emotions in ourselves and in others.
By improving our ability to recognize and understand our emotions we can do a much better job

- Managing our behavior
- Managing our social interactions
- Making personal decisions, and
- Getting better results

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
So What’s This Got to do With Leadership?

- We’ve all met …
  - smart people who’s ideas never seem to come to fruition
  - people with winning personalities that never amount to much
  - visionaries who aren’t able to bring their vision to reality

- What seems to make the biggest difference between success and failure is a person’s emotional intelligence

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
Evidence Offered by Bradberry and Greaves

- When compared with 33 other key skills like time management, decision-making and communications, Emotional Intelligence accounts for 58% of performance in all jobs types.
- 90% of high job performers are also high in Emotional Intelligence yet only 20% of low job performers are high in Emotional Intelligence.
- People with high Emotional Intelligence make more money – on average $29,000 more per year.

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People Are a Mix of Things

- Intelligence/IQ – Our Ability to Learn
- Personality – Extrovert, introvert, optimistic, pessimistic, big picture thinker, detail person etc.
- Emotional Intelligence – self awareness, self management, social awareness, relationship management

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
Here’s the Coolest Thing About Emotional Intelligence

- Unlike IQ and Personality, which basically stay about the same throughout our entire lives, Emotional Intelligence can be improved at any age, and we can continue to improve it.

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Four Skills to Emotional Intelligence

- Personal Competence
  - Self Awareness/Understanding How You Are Really Feeling
  - Self Control/Management of Your Emotions

- Social Competence
  - Social Awareness/What is the Situation, What are Others Feeling
  - Relationship Management/Understanding Your Own Emotions and Those of Others in order to Manage Interactions with Other People Successfully

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
In order to improve our Emotional Intelligence we have to have an understanding of what aspects we’re good at, and which areas need work.

Talent Smart has a copyrighted test which can be accessed by buying a copy of Emotional Intelligence 2.0

Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves Copyright 2009 by Talent Smart
Self Awareness

Self aware leaders and managers …

- Understand what they do well and areas they need to work on
- Know what motivates and satisfies them
- Which people and situations trigger their emotions
- Self awareness is a foundational skill, with it you can master the other three skills more easily

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Self Management

Skilled self-managers know...

- When to act and when not to act
- How to stay flexible
- How to manage their reactions to people and situations, and
- How to put their immediate needs aside for the more important, bigger picture, longer term goals

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Socially aware leaders and managers know how to...

- Accurately read the emotions of others and understand what they are really feeling
- Listen and observe without coloring the situation with their own emotions
- Stop talking, stop thinking about what they are going to say next, stop anticipating the point the other person is trying to make

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Skilled relationship managers know how to …

- Channel their awareness of their own emotions and those of others to create successful social interactions
- Get real value out of every social interaction even with people they don’t like
- Avoid festering problems and explosive conflicts by regularly and effectively managing their social interactions

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Strategies to Improve Emotional Intelligence

- Not only can Emotional Intelligence be improved, it can be continually improved throughout your lifetime.
- We all have emotional intelligence, we’re just better at some areas than others
- Begin by testing yourself to focus on one area to improve first
- As time and improvement go on, test yourself again to focus on the next area needing the most improvement

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Self–Awareness Strategies

- Our feelings aren’t good or bad
- Emotions have ripple effects
- Confront your discomfort (eat the frog every morning)
- Our emotions are physical too
- Know what triggers your emotions
- You are your best critic
- Use a journal
- Don’t buy into good or bad moods
- Question yourself – your thoughts and your actions
- Challenge your values and actions from time to time
- Seek feedback from people you trust
- Learn to step out of yourself especially in times of stress or challenge
- Movies, books and music can be very useful in understanding yourself better

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Self Management Strategies

- Breathe
- Flip a coin (is it emotional or rational)
- Make your goals public – say it out loud
- Under-react
- Sleep on it, or set it aside for a little while
- Seek advice from a skilled self manager
- Smile more, laugh more, have more fun
- Create and fiercely guard time to think and write

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More Self Management Strategies

- Own your self talk
- Visualize success
- Luck happens, know what to do with it
- Focus on what you can do, not on what you can’t
- Stay focused on the task at hand not the emotions you are feeling
- Get objective advice
- Learn from every encounter and every situation
- Make mental recharging a priority in your schedule
- Embrace change

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The sweetest sound to everyone’s ears is the sound of their own name – make the effort
Body language speaks volumes
Timing is everything
Show up prepared and have a back pocket question or two
When going around the horn in a meeting try to capture everyone’s name and affiliation
Take only really necessary notes – too much note taking interferes with listening and being present
Show up to social gatherings prepared
Clear away clutter
Be present in the moment

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More Social Awareness Strategies

- Manage/lead by walking around
- Enjoy the process and the accomplishment
- Learn and practice the art of listening
- Follow the 85% rule
- People watch
- Embrace our vast cultural variety
- Verify your understanding of the situation
- Make the effort to walk a little in their shoes
- Seek the whole picture – is there anything else you need to know?
- Learn to read the mood of the room

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Relationship Management Strategies

- Be open, be sincere, be curious
- Build on your natural communication style
- Know your message in advance – avoid giving mixed signals
- Common courtesy works wonders
- Never, ever forget the “little people”
- Take feedback well, especially when it’s hard to hear
- You are only as good as your word
- Have an “open door” policy, but also have limits
- Only get mad on purpose!
- Embrace the inevitable

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More Relationship Management Strategies

- Sincerely acknowledge the other person's feelings before making your response or point.
- Have a compliment in your back pocket for everyone you meet.
- When you care, show it.
- Explain your decisions, don’t just make them.
- Provide direct, respectful and constructive feedback.
- Align your intentions with the impact of your statements and actions.
- Be willing to offer a “fix it” statement regardless who’s right.
- Embrace the tough conversation, don’t let it fester.

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