

# Leadership & Emotional Intelligence

An illustration of a circular track with several runners. There are four signs on the track, each featuring a circular arrow symbol, representing a cycle or process.

## Learning Objectives:

- Develop a basic understanding of the concept of Emotional Intelligence.
- Learn the competencies associated with this concept as it relates to leadership.
- Learn what is defined as a Resonant Leader.
- Develop an action plan to increase leadership competencies.

**Never be afraid to try something new.**

**Remember, amateurs built the ark; professionals built the Titanic.**

~Author Unknown



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# A Brief History of Emotional Intelligence

**1930s** – Edward Thorndike describes the concept of “social intelligence” as the ability to get along with other people.

**1940s** – David Wechsler suggests that affective components of intelligence may be essential to success in life.

**1950s** – Humanistic psychologists such as Abraham Maslow describe how people can build emotional strength.

**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 (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go).”

**1987** – In an article published in *Mensa Magazine*, Keith Beasley uses the term “emotional quotient.” It has been suggested that this is the first published use of the term, although Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis.

**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

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

~ Goleman, 1995

Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

~ Mayer & Salovey, 1997

... a person's innate ability to perceive and manage his/her own emotions in a manner that results in successful interactions with the environment, and if others are present, to also perceive and manage their emotions in a manner that results in successful interpersonal interactions.

~ Dr. Henry Thompson, President & CEO of High Performing Systems, Inc., 2005

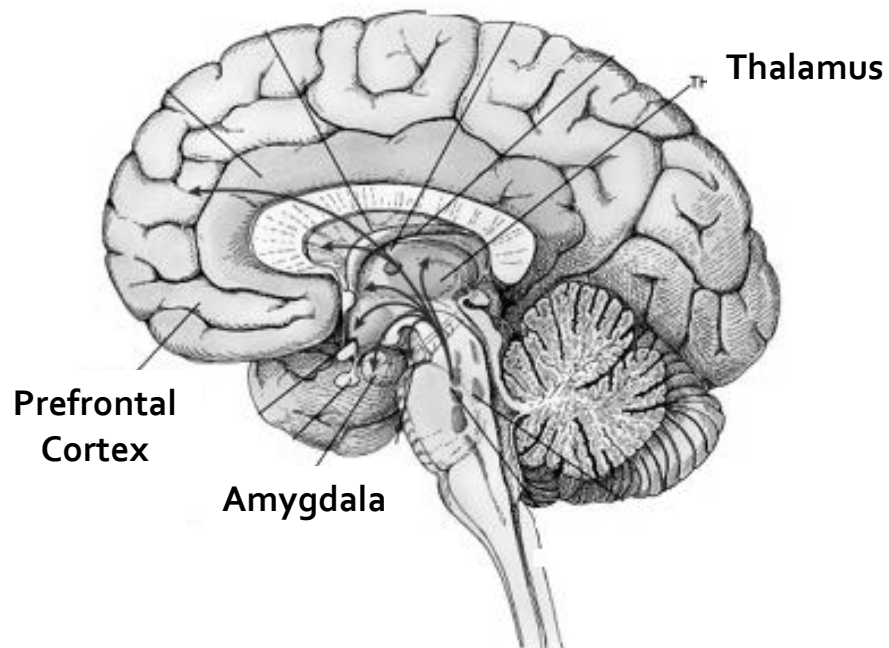
# Emotional Magnets: The Positive Draw of Resonant Leaders

How They Operate:	Resonant leaders drive groups toward optimism. They are attuned to peoples' feelings and move those feelings in a positive direction. Such leaders speak authentically from their own values and resonate with the emotions of those around them.
Preferred Leadership Styles:	Visionary: moving and motivating people through shared dreams Coaching: developing potential through one-on-one interaction Affiliative: primary focus on people and relationship-building rather than on accomplishing tasks and goals Democratic: seeking commitment through the participation and input of followers/employees
End Result:	Resonant leaders leave people feeling uplifted, even in difficult times. They keep emotions resounding in the positive register, inspiring individuals to perform at their best. And all other factors being equal, the leadership styles they use—those with a highly positive emotional impact on culture—result in markedly better financial returns over the long haul.
Example:	Joe Torre, manager of the New York Yankees, has been called both the heart and the soul of this ballclub—winner of three straight World Series Championships. In a job peopled by notorious examples of unruly tempers and insensitivity, Torre stands out as a calm, highly respected exception—exemplifying the collaboration and teamwork competencies in action. He is known for going to bat for players he believes in—whether those going through tough times on the field, or difficult personal struggles like family illnesses or the death of loved ones. He is open with his emotions with those he leads—a hallmark of the affiliative style he exemplifies. This style has an incredible impact on the emotional climate of an organization and contributes mightily to the team resonance the Yankees ballclub exudes. But the style's exclusive focus on feelings and praise can allow poor performance to go uncorrected and leave employees in the dark as to how to improve. That's why Torre uses this style in close conjunction with the visionary approach—he states a mission, sets standards, and lets players know whether their work is furthering the group goals. This potent combination has helped make the modern-day Bronx Bombers one of the most celebrated and successful teams in baseball history.

# The Bosses People Dread Working for: Emotionally Toxic Leaders

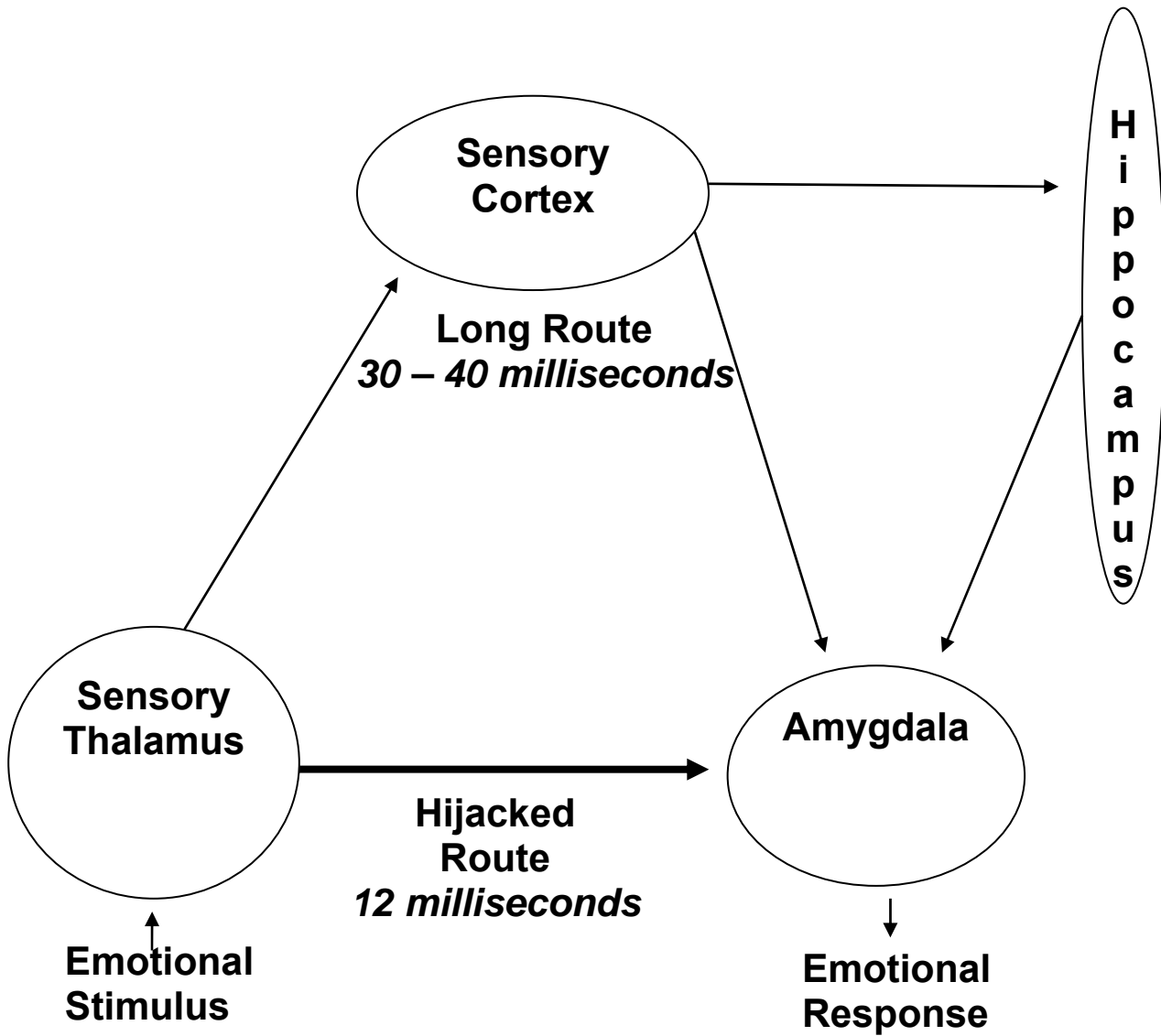
How They Operate:	Dissonant leaders drive groups toward antagonism and hostility. They create a toxic work environment in which people feel off balance, and consequently, perform poorly.
Preferred Leadership Styles:	Commanding: top-down, authoritative approach Pacesetter: relentless focus on results at all costs
End Result:	Even though these leaders may seem effective in the short run, in the long run they wreak havoc on the emotional climate, strangle individual potential, and drive overall results downward.
EI Competencies lacking:	Empathy, artful collaboration, caring about developing the best in people, among others
Example:	<p>Al Dunlap, the notorious former CEO of Scott Paper, was initially applauded for the dramatic turnaround at the company. His commanding leadership style involved ruthless tactics such as huge cutbacks and policies that largely ignored the human element at the company. And because the commanding style was not balanced by a more resonant leadership style, it eventually squelched motivation, individual performance, and the organizational climate. In fact, later analyses saw Dunlap's cutbacks as so excessive that they severely compromised the company's future success. Dunlap's dissonant leadership style—and the problems associated with it—followed him to his next post as CEO of Sunbeam. Within two years he was fired, and he and other executives at the company were indicted by the SEC.</p> <p>The charge: using fraudulent tactics to create the illusion of a successful restructuring to sell the company at an inflated price.</p>

# The Brain



“Brain – Droppings”:

# Emotional Hijacking



# Six Styles of EI Leadership

## Style 1, Visionary

Describes leadership that inspires people by focusing on long-term goals. An effective visionary leader listens to the values held by the individuals within the group, and thus can explain his or her overall goals for the organization in a way that wins their support.

## Style 2, Coaching

Describes leadership that helps people assume responsibility for a stretch of the road that leads to the organization's success. An effective coaching leader listens one-on-one to employees, establishes personal rapport and trust, and helps employees work out for themselves how their performance matters and where they can find additional information and resources. Delegation of decision-making authority to the employee within his or her area of responsibility--including the power to make and learn from mistakes--is crucial to the effectiveness of this leadership style. Coaching leadership not only frees leaders from doing work for others, but fires-up and accelerates innovation and learning at all levels of the organization.

## Style 3, Affiliative

Describes leadership that creates a warm, people-focused working atmosphere. An affiliative leader listens to discover employees' emotional needs, and strives to honor and accommodate those needs in the workplace. The danger of affiliative leadership, the authors caution, is that it focuses on the emotional climate while ignoring the work itself, and thus should be used in combination with other leadership styles such as the Visionary style.

## Style 4, Democratic

Describes leadership that obtains input and commitments from everyone in the group. When faced with uncertainty about how to proceed, a leader elicits fresh ideas and renewed participation by faithfully listening to everyone's opinions and information. The listening may be challenging, particularly in a diverse group and when sensitive issues are raised. Dangers include "dithering," as when meetings drag on for weeks without making progress.

**WARNING** - While Styles 5 and 6 are essential under some circumstances, 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. (This style is sometimes referred to as "management by objective.") Although this is a superior motivator for certain types of employees and under certain situations, the unrelenting pressure it creates over long periods of use can result in burn-out and loss of both creativity and productivity.

## Style 6, Commanding

Describes leadership that issues instructions without asking for input about what is to be done or how: "do it because I say so." The authors caution that while this style is invaluable during a true crisis, over the long haul it erodes motivation and commitment, leading to massive turnover and a downward spiral of morale and productivity. No listening is required for this style..

# Self-Directed Learning: The 5 Discoveries

*The goal is to use each discovery as a tool for making the changes needed to become an emotionally intelligent leader. People who successfully change move through the following stages:*

## **The first discovery:**

My ideal self — Who do I want to be?

## **The second discovery:**

My real self — Who am I? What are my strengths and gaps?

## **The third discovery:**

My learning agenda — How can I build on my strengths while reducing my gaps?

## **The fourth discovery:**

Experimenting with and practicing new thoughts, behaviors and feelings to the point of mastery.

## **The fifth discovery:**

Developing supportive and trusting relationships that make change possible.

# Action Plan

**I want to be a leader who...**

**I am a leader, currently who is...**

**My current strengths (Ideal = Real)...**

**My current 'Gaps' (Ideal  $\neq$  Real)...**