



# Emotionally Intelligent Leadership for Women

By  
Marian Lee, JD, ACC  
Certified Executive and Leadership Coach

Zonta District 12 Conference  
September 21-22, 2019

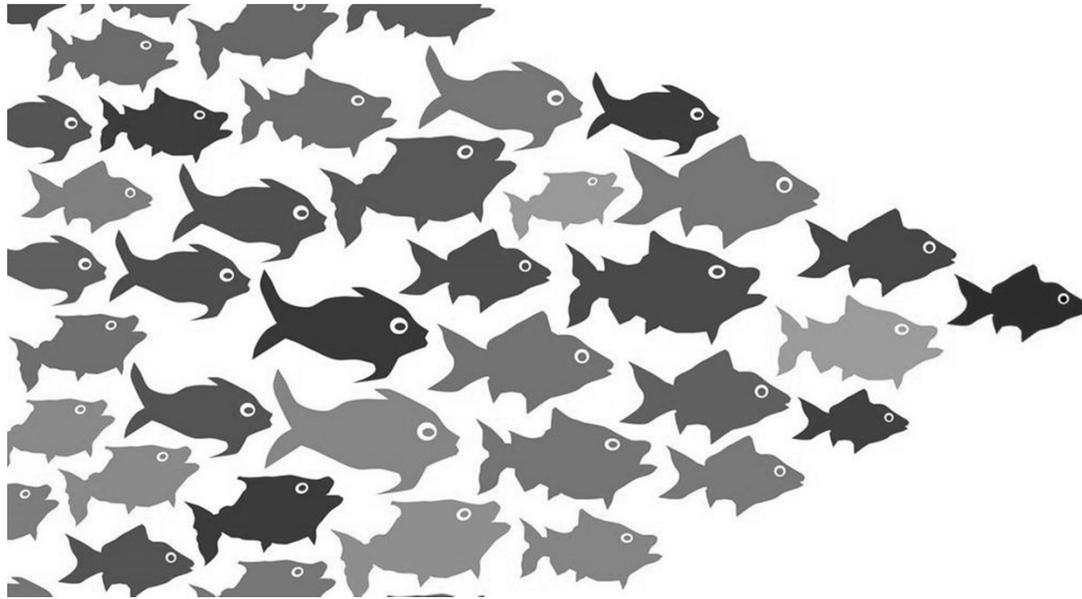
## Introduction:

Individual contributors promoted to leadership encounter challenges. A new skill set is needed, in order to be successful.

# Attributes Exercise

- Think about a person who had a tremendous impact on you. It may be a former supervisor, mentor, colleague, teacher, family member, or friend.
- Identify three attributes of that person that made them so impactful. Write each one on a stickie note. We'll revisit them later.

# What is Leadership?





*“A process of social influence, which maximizes the efforts of others toward the achievement of a goal.”*

*-Kevin Kruse*

# What Great Leaders Do

- They work to inspire and motivate those around them
- They focus on collaboration between team members
- They build trust, which stems from consistently acting with integrity and honesty
- They develop and support others, celebrating the successes of their team members and encouraging them to develop their skills
- They continuously build relationships
- They communicate to each team member that she is valued, and that her concerns are important.

# What might “beautiful music” look like for a Zonta Club?

- Members are engaged and committed.
- The club has a solid pipeline of up and coming leaders who have been mentored and supported by leadership.
- A high percentage of club members regularly attends monthly meetings.
- Rather than clinging to “the way we’ve always done it,” leaders are open to new ways of doing things.
- Members feel their voices are heard and listened to.
- Membership numbers, fundraising dollars, and community impact are increasing.

The Hallmark of the Leadership  
Skill Set:

*Emotional Intelligence*

These are the behaviors that elicit  
beautiful music.

# What is Emotional Intelligence?

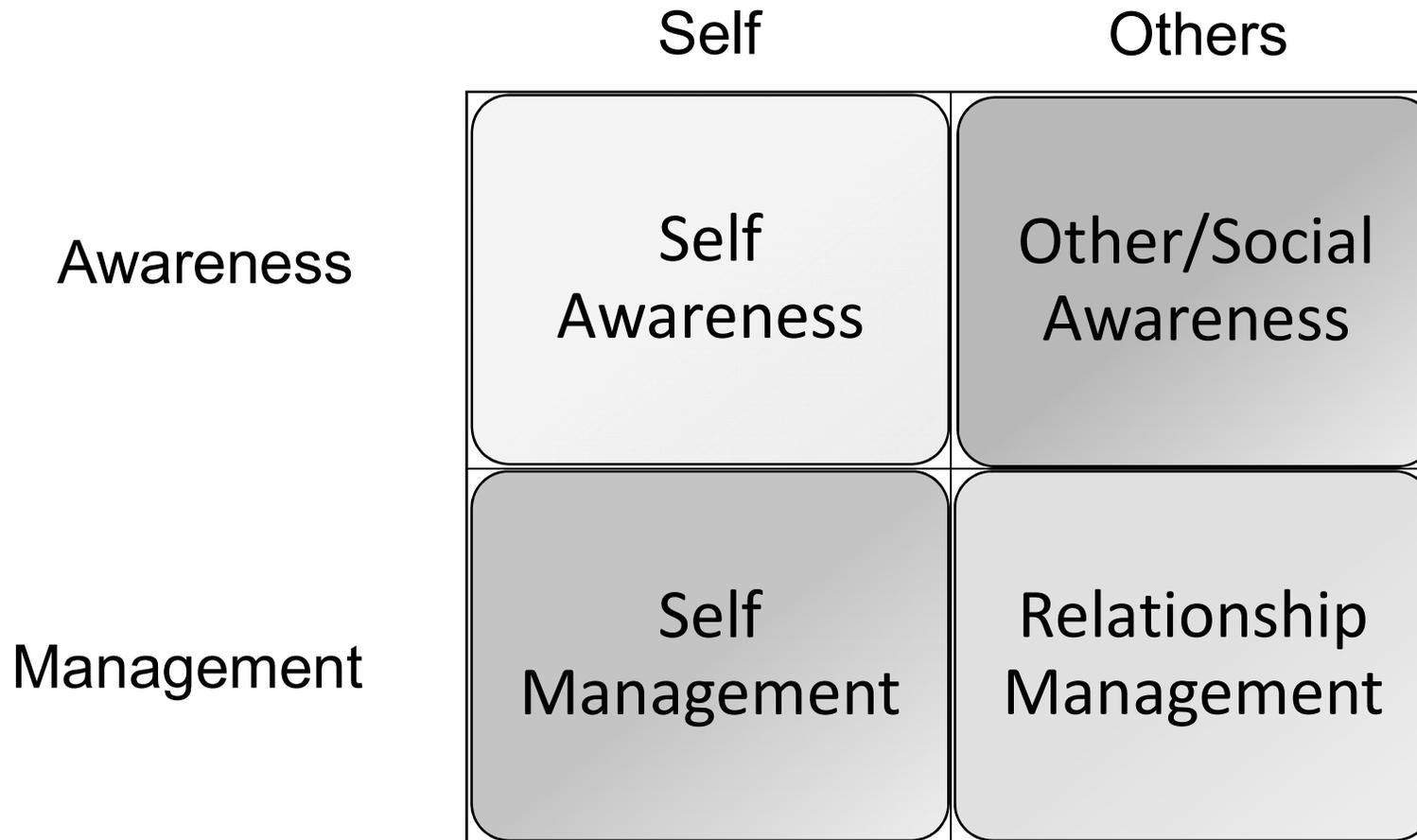
The ability to:

- Be aware of our own emotions
- And those of others

in the moment, and to use that information

- To manage ourselves
- And our relationships.

# The Four-Quadrant Model



# 1. Emotional Self-Awareness

- Emotional Self Awareness
- Accurate Self Assessment
- Personal Power



## 2. Self-Management

- Behavioral Self Control
- Integrity
- Innovation & Creativity
- Initiative & Bias for Action
- Achievement Drive
- Realistic Optimism
- Resilience
- Stress Management
- Personal Agility
- Intentionality



# 3. Other Awareness

- Empathy
- Situational/  
Organizational  
Awareness
- Service  
Orientation



# 4. Relationship Management

- Communication
- Interpersonal Effectiveness
- Powerful Influencing Skills
- Conflict Management
- Inspirational Leadership
- Catalyzing Change
- Building Bonds
- Teamwork & Collaboration
- Coaching & Mentoring Others
- Building Trust



# The Impact of Emotional Intelligence



# Building Emotional Intelligence



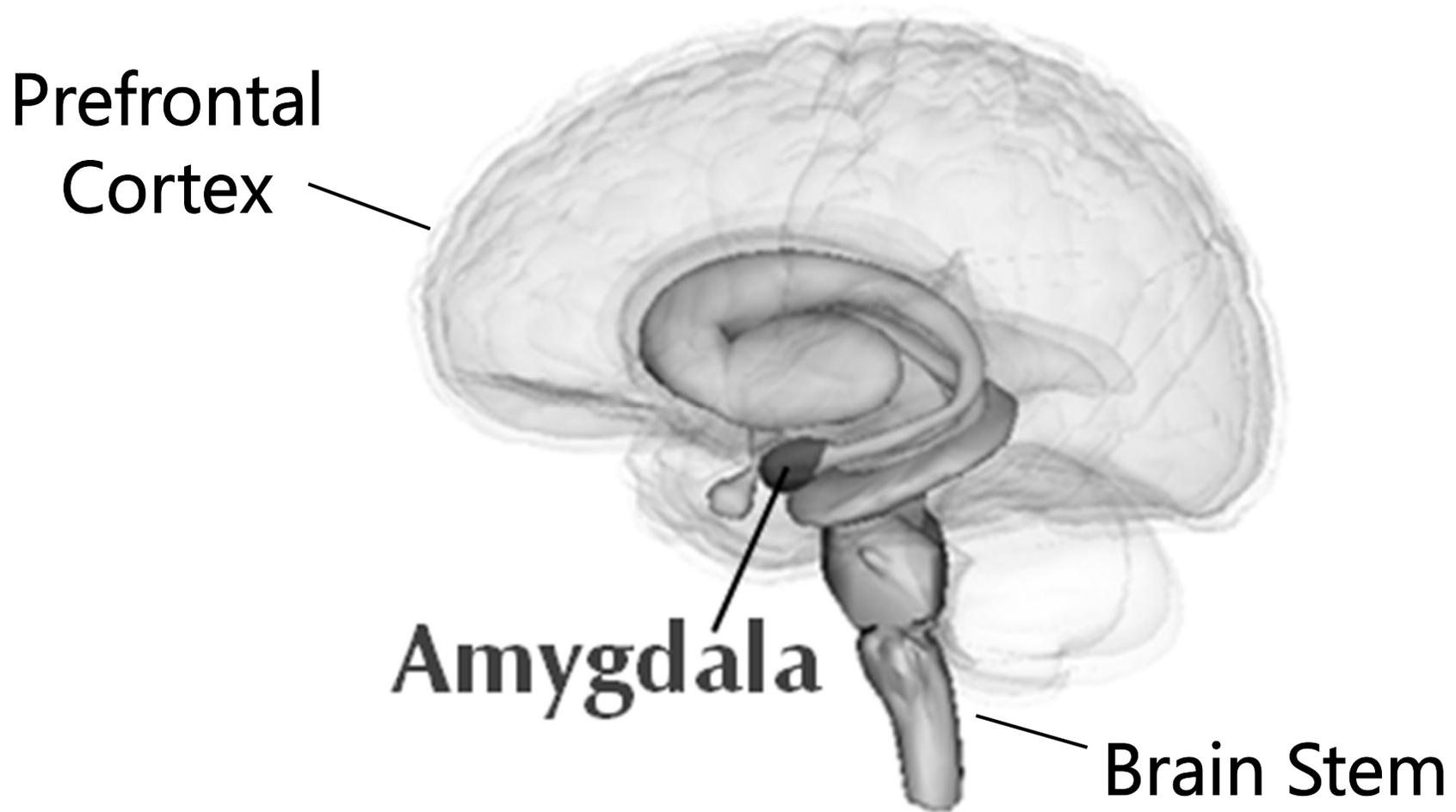
# Building Self-Awareness

- Acknowledge your strengths and weaknesses; admit mistakes
- Seek feedback from friends and team members - and act on it
- Strive for continuous improvement
- Engage in reflection regularly
  - Journaling can be helpful
- Practice mindfulness
  - Walks, meditation, yoga

# Building Emotional Self-Control

- Understand what happens when we are triggered.
- Two parts of our brain are constantly fighting for control: The neocortex is the cognitive center, the highly evolved region where our IQ and working memory reside, vs. the amygdala, which is our emotional center and the more primitive part of the brain.

# How Emotions Hijack our Ability to Reason



- When the amygdala perceives a threat, it responds 100 times faster than the neocortex and triggers our “fight or flight” response without our having to think about it.
- The problem is, in its immediate response, the amygdala doesn’t distinguish between real threats, like a dangerous animal, and perceived threats, like someone criticizing something you’ve said.
- When the feeling side of our brain is triggered, it hijacks our cognitive system, and our ability to apply reason and logic can drop by 75 percent.
- It can take nearly 20 minutes to recover from an emotional encounter.

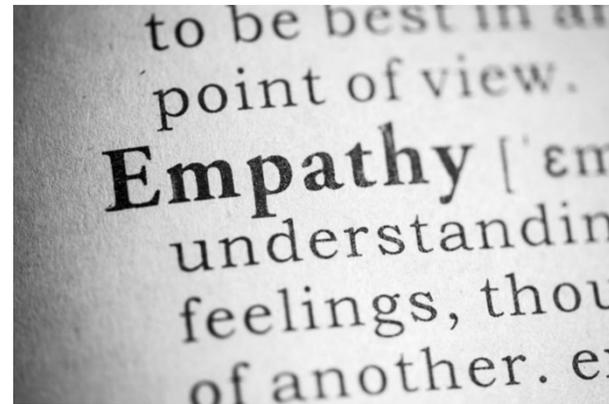
Give your body and mind time to calm down. Take a walk, get a drink of water, take deep breaths, whatever soothes you.



# Tips for Building Emotional Self-Control

- Understand your triggers
- Avoid snap judgments
- Practice staying calm under pressure
- Manage your reactions
- Maintain a positive mood
  - Positivity is contagious!
  - As a leader, keep in mind that you have a disproportionate impact on the mood of the group

# Building Empathy



- Practice active listening
- Show compassion
- Listen to understand, not to respond or judge
- Use questions instead of statements
- Give appreciation and validation
- Stay curious - do informal “interviews” with friends or colleagues

# Enhancing Relationship Management

- Talk to your team members regularly, even outside of scheduled meetings
- Listen to their challenges and concerns
- Ask them what their goals are for their own personal and professional development, and brainstorm with them on ways to meet them
- If asked for advice, consider a coaching approach of asking rather than telling
- Respect and empower others

# Do or Delegate? A Mindset Shift

Only do if:	Delegate, if:
<ul style="list-style-type: none"><li>• There's no one else available to do it</li><li>• There's no time to delegate</li><li>• Only you know how to do the process (e.g., a report), it's not likely to come up again, and you have time</li></ul>	<ul style="list-style-type: none"><li>• It's within another's scope of responsibility</li><li>• It provides an opportunity to contribute</li><li>• The experience will help them learn and grow</li><li>• Only you know how to do the process, and it IS likely to come up again later – someone else should know how</li></ul>

## Attributes Revisited:

Categorize the attributes you identified earlier as IQ/Smarts, Technical Skills, or Emotional Intelligence.

# Summary

- Being a leader isn't about holding a high position or being a star performer. It's about bringing out the best in the people around you, in service of a common goal.
- Particularly in a volunteer organization, where members can quit at any time, leaders aren't likely to inspire loyalty or retain members by giving orders. They need to support, develop, motivate, and inspire their members.
- Becoming an effective leader takes time and effort. Continuously striving to build emotional intelligence will not only make you an effective leader, it will pay off in every area of your life that involves other people.

Marian Lee  
Certified Executive and Leadership Coach  
600 17<sup>th</sup> Street, Suite 2800-S  
Denver, CO 80202  
720-773-2559  
[marian@careerreinvention.net](mailto:marian@careerreinvention.net)  
[www.careerreinvention.net](http://www.careerreinvention.net)