



Emotionally Intelligent Leadership

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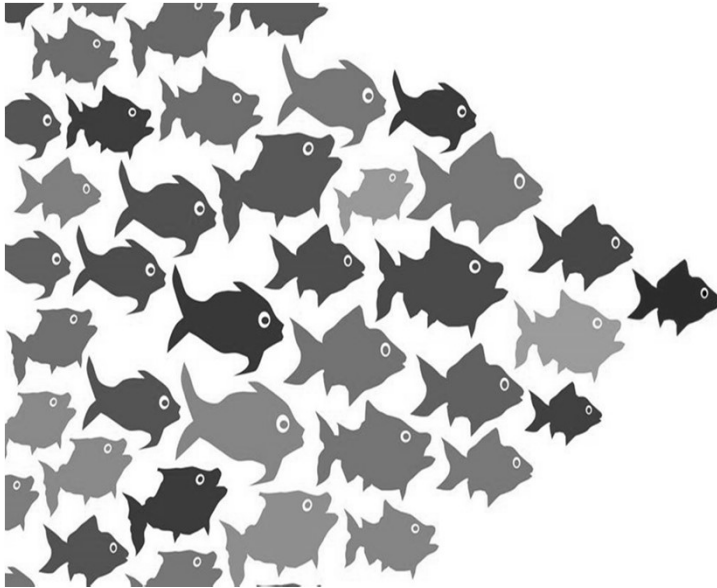
The Evolution from Producer to Leader

- Often, strong individual performers are promoted to leadership.
- They often find they need an entirely new skill set – just being good at the underlying work isn't enough anymore.
- These are normal challenges, to be expected.
- New leaders must learn how to get things done through others rather than relying solely on themselves.

Attributes Exercise

Think of an influential person in your life. What were the attributes he or she had that caused them to have such an impact on you?

What is Leadership?



- Position in a hierarchy?
- Power over people?
- Being in charge?
- Can someone without a formal title demonstrate 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 encourage 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

What is Emotional Intelligence?

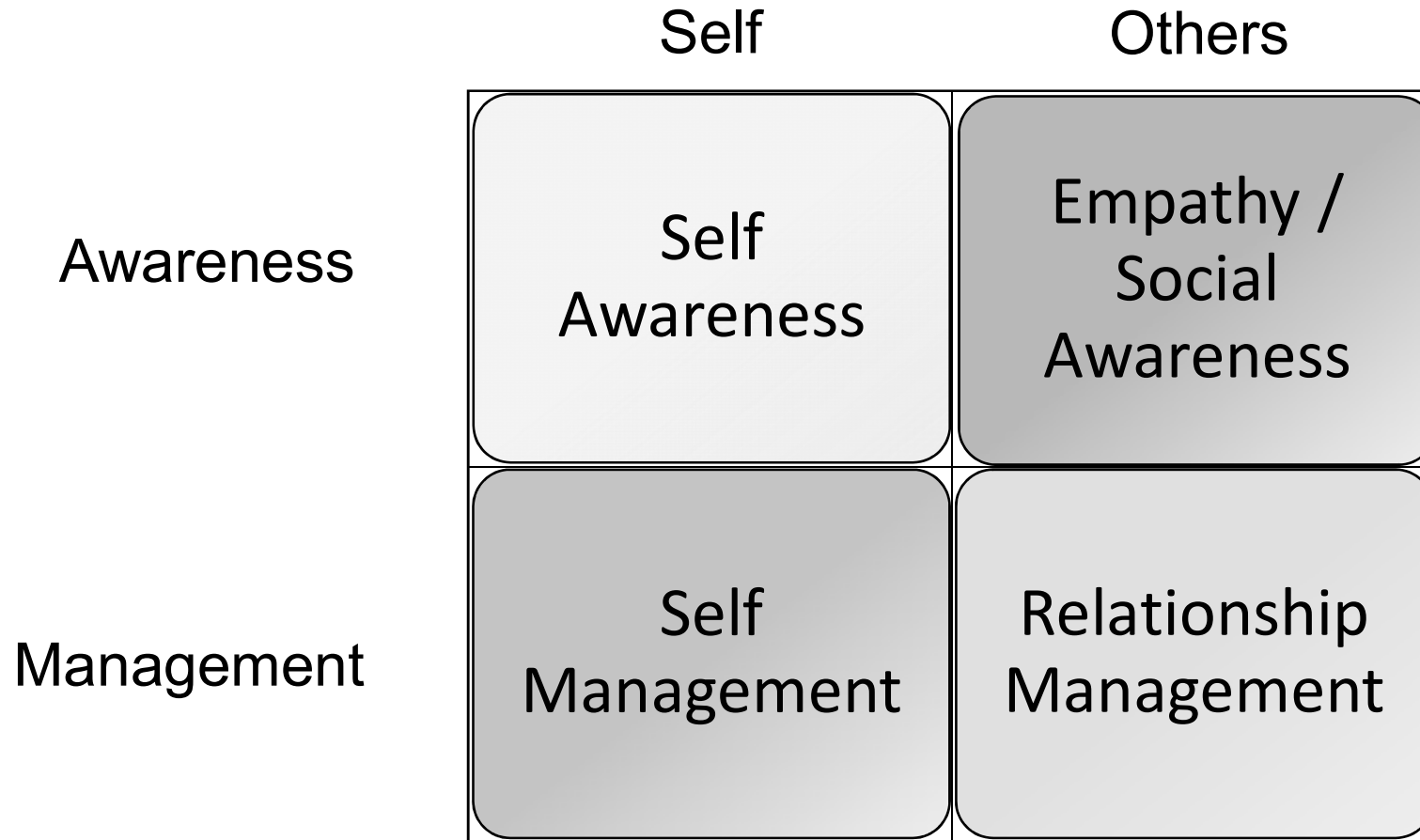
The ability to:

- 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



- The ability to know which emotions you are feeling and why; to recognize how feelings affect your performance; to have a guiding awareness of your values and goals.
- The ability to articulate your feelings and appropriately express them, and notice when you are getting upset
- Self-awareness is foundational to emotional intelligence. We can't be aware of what might be coming up for others if we aren't aware of what's coming up within ourselves, and we can't manage our emotions if we don't even know we're having them.

2. Self-Management

- Emotional Self Control
- Adaptability
- Achievement Orientation
- Positive Outlook
- Able to control or redirect disruptive impulses and moods
- Stay composed, even in trying moments
- Can consciously cultivate an optimistic outlook



3. Other Awareness



- Empathy
 - The ability to sense others' feelings and perspectives, and take an active interest in their concerns.
- Organizational Awareness
 - The ability to read a group's emotional currents and power relationships and use that knowledge to meet its goals.

4. Relationship Management



- Influencing Skills
- Coaching and Mentoring
- Conflict Management
- Teamwork
- Inspirational Leadership

The Impact of Emotional Intelligence



The Impact of Emotional Intelligence

- Hundreds of studies have demonstrated a correlation between a person's level of emotional intelligence and leadership effectiveness, entrepreneurship, employability, and job performance.
- In fact, emotional intelligence accounts for nearly 90 percent of what makes people successful when IQ and technical skills are roughly similar.
- High EQ has been tied to positive results in personal life as well, including relationship success, mental and physical health, and happiness.

Building Emotional Intelligence



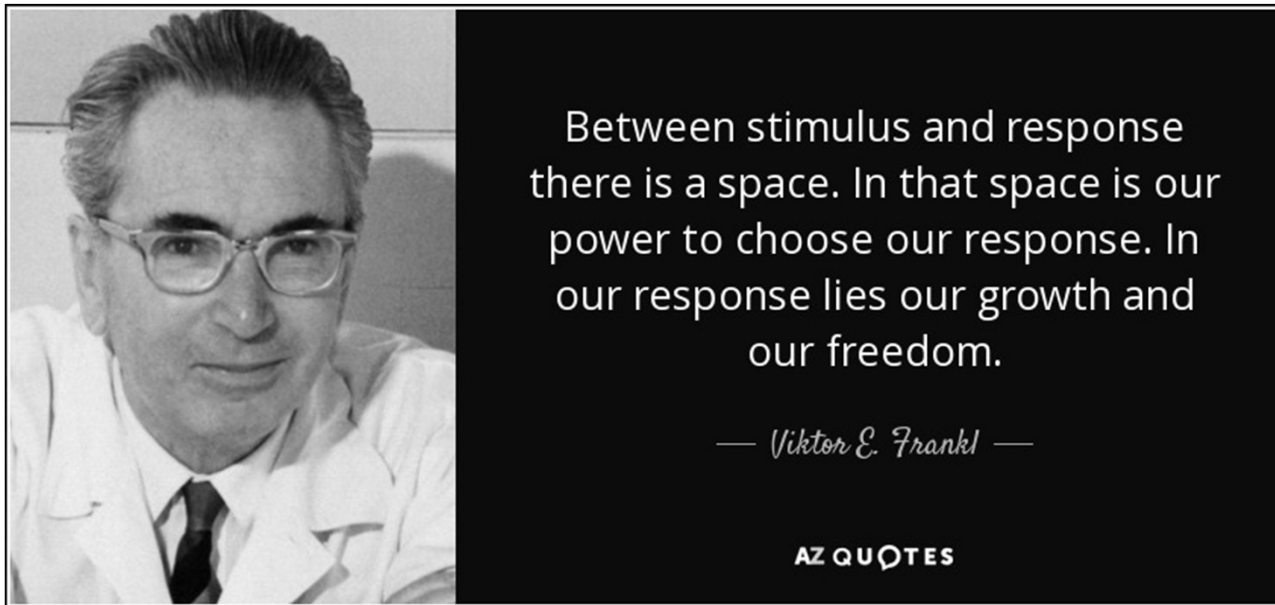
- One way emotional intelligence improves organizational performance is that emotionally intelligent leaders are able to inspire discretionary effort. Most responsible team members will do their job. But when they're not motivated or they're disengaged, that's all they'll do.
- Discretionary effort is the extent to which team members choose to go above and beyond the call of duty. People are much more inclined to go the extra mile when asked by an empathetic person who has earned their respect and admiration.

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.



Emotions Can Hijack Our Ability to Reason

- Self-control is about slowing down our reactions.
- Two parts of our brain are fighting for control. The neocortex is the cognitive center, the highly evolved region where our IQ and working memory reside.
- The amygdala is our emotional center, the primitive part of the brain designed to protect us. Its job is to be on the alert for threats.
- In its immediate response, the amygdala doesn't distinguish between real threats, like a dangerous animal, and perceived threats, like someone criticizing you.
- When the feeling side of our brain is triggered, it hijacks our cognitive system. We don't have access to our neocortex, so our ability to apply reason and logic can drop by 75 percent.
- It can take us nearly 20 minutes to recover from an emotional encounter.

Give your body and mind time to calm down.

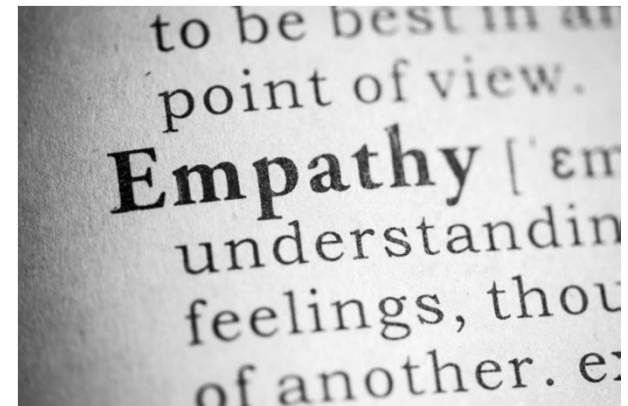
- Stop and turn your attention from the emotional to the physical.
- Consider taking a walk, getting a drink of water, or even taking deep breaths; this will reduce the amount of adrenaline and cortisol flowing through the body.
- Once the body is calmed physically, we can think more rationally, evaluate whether the threat is real, and decide how to respond rationally.



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 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?

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

Attributes Revisited

Into which category do most of the attributes of influence fall?

IQ/Smarts	Technical Skills	Emotional Intelligence

Summary

- Leadership 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 – and essentially all of their efforts are discretionary - club leaders aren't likely to inspire loyalty or retain members with a “command and control” style of leadership. They need to support, develop, and inspire their members.
- Becoming an effective leader takes time and effort. But continuously striving to improve your emotional intelligence will not only make you an effective leader, it will pay off in every area of your life – your marriage, friendships, and every role you play that involves other people.

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