Emotional Intelligence in Leadership
Introduction

* 30 years in the software industry
* 14 years as an executive
* 9+ years as a coach practicing Agile
* Ran many departments – Development, Support, Customer Services, IS
* Worked with On Premise software and SAAS for many product lines – Healthcare, Insurance, CRM, ERP, Factory Floor, SCM, HRM, Customer Complaint Management,, Customer Feedback, Call Center Quality Monitoring, Desktop Automation & Monitoring
Emotional Intelligence

Self Awareness

Self Management

Social Awareness

Social Competence (Relationship Management)

Don't you think that if I were wrong, I'd know it?
Why?

- “Management’s lack of emotional intelligence could cost your company up to $750 per employee each year” Barbara Bailey Reinhold

- A person’s ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job
### Management vs. Leadership

<table>
<thead>
<tr>
<th>The Manager...</th>
<th>The Leader...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administers</td>
<td>Innovates</td>
</tr>
<tr>
<td>Maintains</td>
<td>Develops</td>
</tr>
<tr>
<td>Focuses on systems and structure</td>
<td>Focuses on people</td>
</tr>
<tr>
<td>Relies on control</td>
<td>Inspires trust</td>
</tr>
<tr>
<td>Has a short-range view</td>
<td>Has a long-range perspective</td>
</tr>
<tr>
<td>Asks how and when</td>
<td>Asks what and why</td>
</tr>
<tr>
<td>Has his or her eye always on the bottom line</td>
<td>Has his or her eye on the horizon.</td>
</tr>
<tr>
<td>Imitates</td>
<td>Originates</td>
</tr>
<tr>
<td>Accepts the status quo</td>
<td>Challenges the status quo</td>
</tr>
<tr>
<td>Is the classic good soldier</td>
<td>Is his or her own person</td>
</tr>
</tbody>
</table>

Warren Bennis, Business Professor at the University of Southern California
Know Yourself

* What emotions
  - Get me in trouble?
  - Block my progress?
  - Spoil/sour my relationships?

* Know yourself
  - 360
  - Feedback
  - EI Tests
Manage Yourself

* What are my triggers?
  * What’s an alternative to my usual behavior?
    * Count to 10
    * Walk it off
    * Create Space

* Competencies
  * Self Control
  * Transparency
  * Adaptability
  * Optimism
  * Initiative
Social Awareness

* Watch body language
* Look around you
* Check your gut

* Competencies:
  - Empathy
  - Organizational awareness
  - Service
Mood Swings

Emotional Contagion

...But Be Authentic
Relationship Management

* Listen fully
* Show Empathy (≠ agreement)
* Be clear
* Repair bids

* Competencies
  - Inspiration
  - Influence
  - Developing others
  - Change catalyst
  - Conflict Management
  - Teamwork and collaboration

Pick the right style for the situation
Good Leaders

* Leaders execute vision by
  - Motivating
  - Guiding
  - Inspiring
  - Listening
  - Persuading
  - Creating Resonance
In groups

Which style would you pick for each scenario – Why?
Self Awareness

* Yourself
  * Which style is most natural for you?
  * Think of your last 3 or 4 interactions

* Go to that poster

* Strengths of this style
* Weaknesses of this style
* Pick a gesture to represent the style
Self Awareness

* Yourself
  * Which style would you like to practice?
  * Think of your last 3 or 4 interactions

* Go to that poster

* What can you do to use this style?
Secret Sauce

- 200M Americans make a New Year resolution
- By 2/1 130M Fail
- We are what we repeatedly do. Excellence then is not an act but a habit - Aristotle

- TELL SOMEONE
Learn By Doing

“You don't learn to walk by following rules. You learn by doing, and by falling over.”
- Richard Branson
References

* “HBR’s 10 must reads on Managing People”
* “Primal Leadership” Daniel Goleman, Richard Boyatzis, Annie McKee
* “Primal Teams” Jackie Barretta
* “The Emotional Intelligence Quick Book” Travis Bradberry and Jean Greaves
* “Just Listen” Mark Goulston