



# Emotionally Intelligent Leaders

## Module 1: Defining Emotional Intelligence

\_\_\_\_\_ has emotions.

How many emotional responses do you have per day? \_\_\_\_\_

| Effective emotional responses: | Unchecked emotions |
|--------------------------------|--------------------|
|                                |                    |
|                                |                    |
|                                |                    |

“\_\_\_\_\_ percentage of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust.”

-Center for Creative Leadership

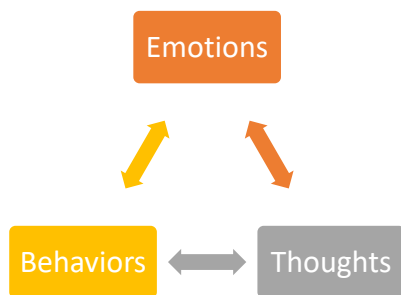
How an Emotional Outburst Cost Me - What might you learn from this story?

### Defining Emotional Intelligence

“Your ability to \_\_\_\_\_ and \_\_\_\_\_ your emotions and your skill at using this awareness to \_\_\_\_\_ yourself and your \_\_\_\_\_ with others.”

- Dr. Travis Bradberry and Jeanne Eaves

Describe the interaction between our Emotions, Thinking and Behaviors.



Notes:

## Emotionally Intelligent Leaders

### Module 2 - Why Mood Matters

What is a leadership shadow?

“Emotional Intelligence is carried through an organization like electricity through a wire.”

- Daniel Goleman



Downsizing Story

How did the leader's statement impact her employees?

Frances Hesselbein Story

How did Peter Drucker describe the culture of the Girl Scout USA?



### Reflect

- What shadow do you cast?
- Whose shadow influences you?
- What do you want your shadow to be?

### Review

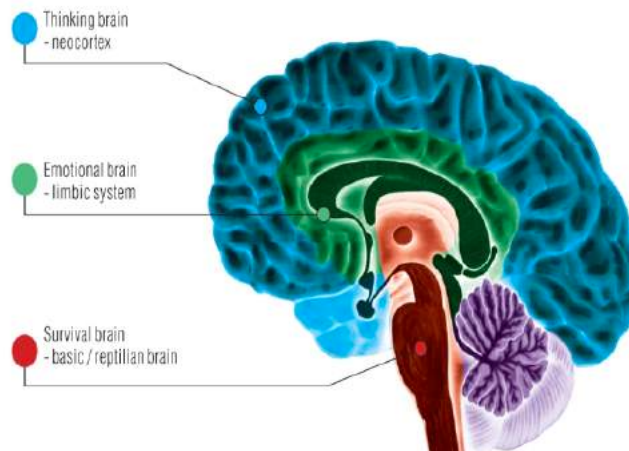
- Why is developing your Emotional Intelligence (EI) important?
- How are your emotions, thinking and behaviors related?
- How can your mood impact your organization's performance?

# Emotionally Intelligent Leaders

## Module 3 – How your Brain Works

### Reptilian Brain

- Sensory input is received in \_\_\_\_\_
- Controls the body's vital functions
- Reliable but somewhat \_\_\_\_\_



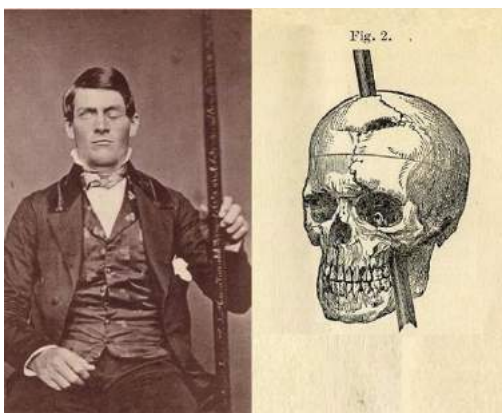
### The Limbic Brain

- The \_\_\_\_\_ is the size of an almond, constantly alert to threats
- Records memories of \_\_\_\_\_ experiences
- Seat of the \_\_\_\_\_ that we make

### Neocortex

- Two large \_\_\_\_\_
- Responsible for language, \_\_\_\_\_, \_\_\_\_\_, consciousness.
- \_\_\_\_\_ with almost infinite learning abilities.
- Where \_\_\_\_\_ thought occurs

### Phineas Gage



What was different about Phineas after his injury?

What might we learn about the brain from his story?

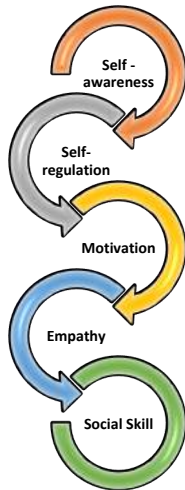
# Emotionally Intelligent Leaders

## Module 4 - Emotional Intelligence Components and Traits

### The Five Components of Emotional Intelligence



### Emotional Intelligent Leader Traits



#### Additional Traits

- Control \_\_\_\_\_
- Persists in the face of setbacks and frustrations
- \_\_\_\_\_
- Able to adapt to change
- Socially adept
- \_\_\_\_\_
- Visionary

#### Reflect

- What characteristics of an emotionally competent person do you possess?
- Who do you know that demonstrates EI traits?

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## Module 5 - Gender, Age, Ethnicity and EI

Do men and women differ?

- Men and women score similarly on EI assessments
- Women are \_\_\_\_\_ emotions, show more \_\_\_\_\_, and are more adept interpersonally.
- Men are more \_\_\_\_\_, adapt more easily, and \_\_\_\_\_ better.



Does Age Impact EI?

- EI scores improve \_\_\_\_\_. Conflict management, \_\_\_\_\_, and other skills develop with life experience.
- 29 years and younger are better at \_\_\_\_\_.
- Over 40s \_\_\_\_\_ and can struggle with identifying the emotions in others



Does one's ethnicity impact EI?

- Studies show \_\_\_\_\_ between EI scores of various races.
- People are better at perceiving emotions from \_\_\_\_\_ than a different one.
- Exposure to people of \_\_\_\_\_ improves one's EI competence.

## Review

- What part of the brain controls our emotions?
- What part of Phineas Gage's brain was impacted in the accident?
- What did his friends notice about his change in behavior?
- How does gender, age and race impact your Emotional Intelligence?

# Emotionally Intelligent Leaders

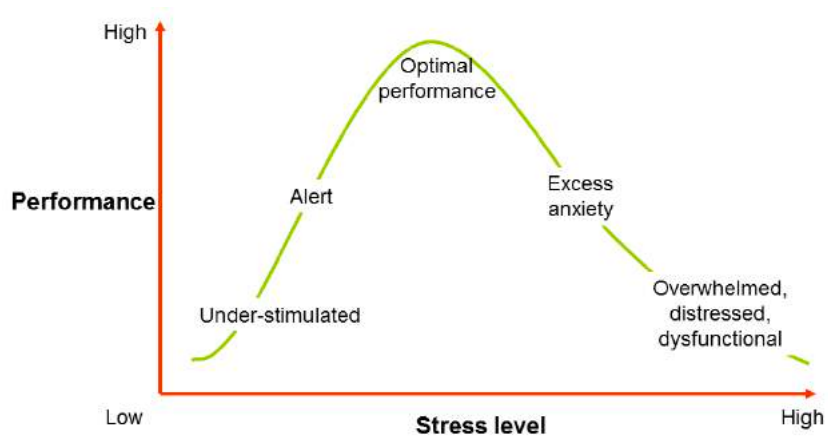
## Module 6 - Four Common Threats to Your Mood

### Mood Risks

- \_\_\_\_\_
- Lack of Sleep
- Too much \_\_\_\_\_
- Difficult \_\_\_\_\_



### Stress and Performance



### Stress Management

- Deep Breathing Exercise
- How did you feel after this exercise?



Cultivate an attitude of gratefulness

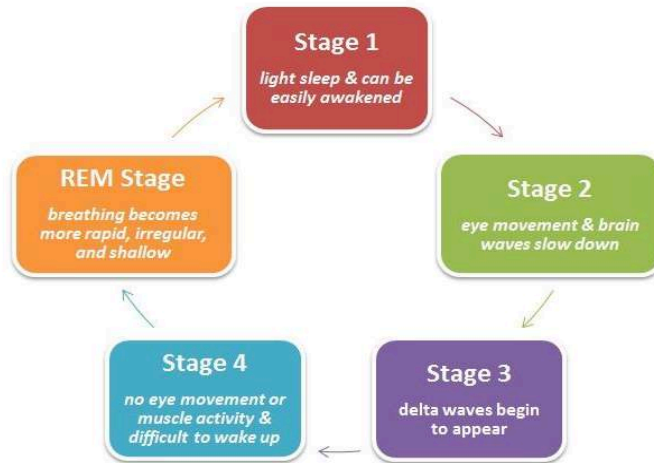
- ✓ Count three new and unique things you are grateful for
- ✓ Journal \_\_\_\_\_
- ✓ \_\_\_\_\_

- Michelle Gielan, Author of Broadcasting Happiness

## Emotionally Intelligent Leaders

### Lack of Sleep

- Your brain builds up \_\_\_\_\_
- The brain's waste disposal system happens \_\_\_\_\_
- Must be in \_\_\_\_\_ for this to happen



### Sleep Hygiene

| Do | Don't |
|----|-------|
|    |       |
|    |       |
|    |       |
|    |       |

### Limit Caffeine

- Caffeine spikes heart rate and blood pressure
- Increases feelings of \_\_\_\_\_, anxiety, even \_\_\_\_\_!
- Too much caffeine interferes with \_\_\_\_\_
- Caffeine is not just found in coffee
  - No more than \_\_\_ cups of coffee a day
  - No caffeine after lunch
  - Drink lots of water



### Difficult Situations



#### Staying Calm

- Name the emotion
- Deep breathing for \_\_\_ minute
- \_\_\_\_\_, lean forward, smile
- Ask a numeric question
- Imagine the conversation ending positively



## Emotionally Intelligent Leaders

### Serving on a Board

How I managed my emotions, listened hard and spoke last.

What benefits did I find in managing my emotions in this situation?



### Review

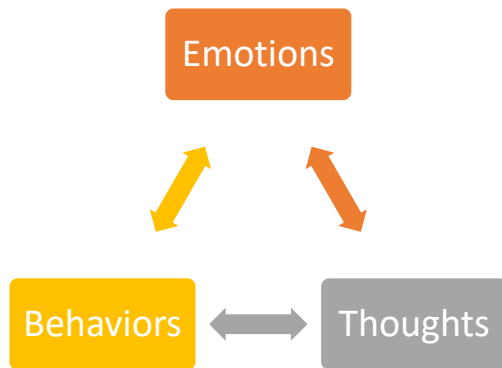
- Why is a certain amount of stress needed for optimum performance?
- What are two actions you can do to limit the impact of stress?
- What stage of sleep do you need to be in to have the toxin build-up in your brain cleansed?
- How might too much caffeine impact your emotions?
- What is one practical step you can do to remain calm in a challenging scenario?

# Emotionally Intelligent Leaders

## Module 7 - Emotional Learning

### Habits and neural circuitry

- Our habits of thoughts, feelings, and actions are \_\_\_\_\_ in life. They create the neural connections in the brain.
- The more we act a certain way – happy, cranky, etc., the more the behavior becomes \_\_\_\_\_
- Habits become the automatic, unconscious responses



"We are dangerous when we are not conscious of our responsibility for how we behave, think, and feel."

~ Marshall B. Rosenberg

### How we learn

\_\_\_\_\_ **learning** is fitting new data and insights into existing frameworks of association and understanding.

List an example of cognitive learning from your own experience:

\_\_\_\_\_ **learning** involves both cognitive learning and engaging our neural circuitry where our social and emotional habits are stored.

- Those habits are linked to our \_\_\_\_\_
- Changing who we are is rife with resistance.

How might you respond if your boss told you that you do not accept feedback well?

## Emotionally Intelligent Leaders

A Young Executive

How does the story teach you about personal resistance to change?

What was the impact of the company not addressing the Executive's behavior sooner?

### Module 8 – Emotional Intelligence Development



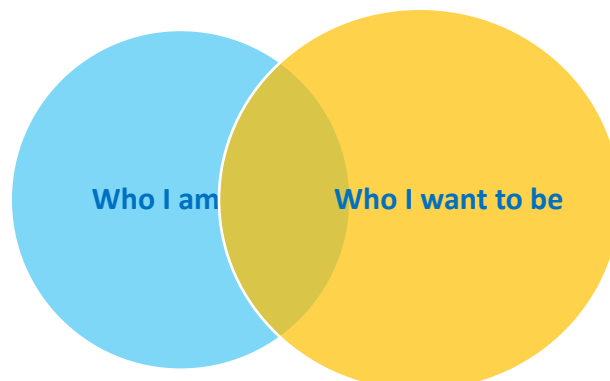
#### 1. Assess

Who am I now?

- Understand your strengths and weaknesses
- Take an EI Assessment
- Ask for feedback from others
  - What do you see as three of my strengths?
  - What do you perceive as my blind spots?

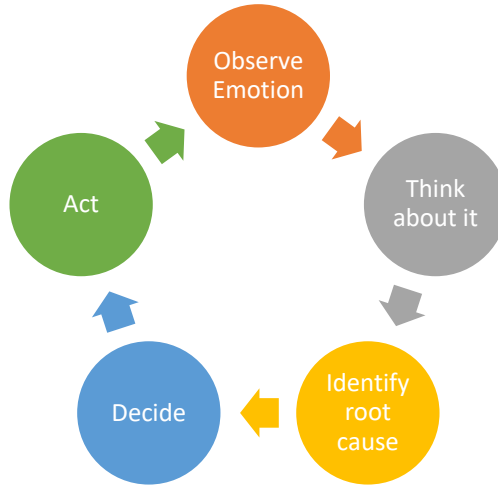


#### 2. Define the Ideal

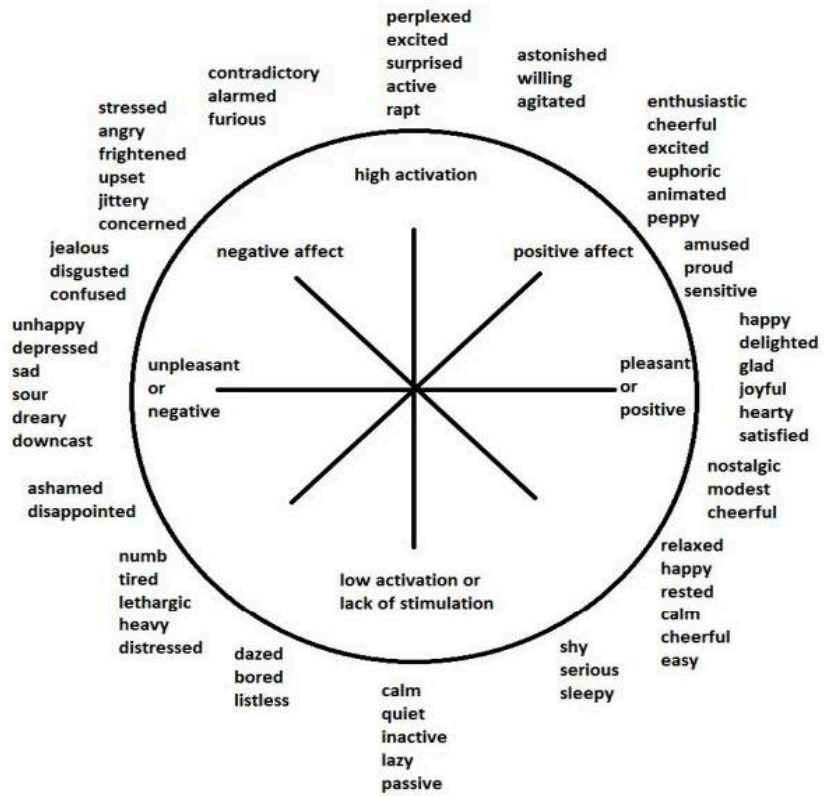


# Emotionally Intelligent Leaders

## 3. Learning Plan



Observe your Emotions



## Emotionally Intelligent Leaders

### Journal

- Record events that trigger strong emotions (work and home)
- Get specific, describe the emotion and \_\_\_\_\_
- Look for patterns

### EI Practice

“I use self-reflecting questions to level my emotions ... and I think about the root causes of my reactions or the situation to get a better response. The result: I still lose my temper, judge things as unfair, complain, my heart races and I lose time, but I also become more aware, slow down the process and reduce my anger and frustration.”

– US Air Force Airman



Air Force General “Jerry” O’Malley ‘s method

- Initially became a “sponge”
- Listened and learned his leaders’ strengths and developmental needs
- Then he began the molding and shaping process.

### Listen first, speak last. - Peter Drucker

What can you learn from the Airman and General O’Malley’s emotional practices?

| Area to Improve      | Ideas to develop   |
|----------------------|--|
| Hard driving, grouch | Coach a youth league, connect with                                     |
| Controlling          | Lead by _____ and let others experience struggle and learn             |
| Lacking empathy      | Volunteer at a local charity, attend a _____                           |
| Overly critical      | Imagine a _____ before speaking with an employee about a mistake/issue |

## Emotionally Intelligent Leaders

### Remember

- New habits to improve your EI require us to \_\_\_\_\_ old habits and then develop new ones
- \_\_\_\_\_ days for new habits to take hold



### 4. Feedback



- Assess your progress by asking others for feedback about your mood and performance (anonymously)
- Spend time reflecting after each day and journaling, did you move closer to your ideal self?



### 5. Make the Change Stick

- Solicit a \_\_\_\_\_
- Form \_\_\_\_\_ of other leaders
- Hire a \_\_\_\_\_



#### Seek individuals who:

- Fuel you
- Grant you \_\_\_\_\_
- Require responsibility
- \_\_\_\_\_ failure
- Challenge
- Build \_\_\_\_\_
- Unite instead of divide and,
- Are always \_\_\_\_\_



- Dr. Henry Cloud, The Power of Other

## Emotionally Intelligent Leaders

### Benefits of a Mastermind Group

|  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Exclusive</li><li>• Collective _____</li><li>• Collaboration and shared learning</li><li>• Bigger thinking</li></ul> | <ul style="list-style-type: none"><li>• Accountability</li><li>• Deepen _____</li><li>• An opportunity to _____</li><li>• Extend your network</li></ul> |
|--|---|

### Benefits of a Professional Coaching



- Confidential
- \_\_\_\_\_
- Built in accountability \_\_\_\_\_
- \_\_\_\_\_ learning
- Increases confidence
- Better decision making
- Technology affords coaching to be done \_\_\_\_\_

### Review

- What is required for emotional learning?
- What are some ways you can understand your emotional strengths and limitations?
- I am autocratic and controlling, what are some behaviors I can begin to incorporate to become more open and collaborative?
- As I improve my emotional maturity how can I make those changes stick?
- What are examples of support systems that can aid my development?

# Emotionally Intelligent Leaders

## Module 9 - Emotionally Focused Leaders

"Today, financial capital is no longer the key asset. It is human capital. Success is no longer about economic competence as the main leverage. It is about emotional intelligence. It is no longer about controls. It is about collaboration. It is no longer about hierarchies. It is about leading through networks. It is no longer about aligning people through structures and spreadsheets. It is about aligning them through meaning and purpose. It is no longer about developing followers. It is about developing leaders."

~ Darren Hardy



### Three Types of Focus

- Inner Focus
- Other Focus
- Outer Focus

### Inner Focus

- Decisions are made based on a lifetime of experiences
- Often, we make those decisions based on \_\_\_\_\_
- Our values are logged in our \_\_\_\_\_ system
- If it doesn't feel right, I \_\_\_\_\_



### Developing Inner Focus

- Print out your deeply held values and keep them close by, review them \_\_\_\_\_
- Before making a major decision, make sure you are \_\_\_\_\_
- Balance data with your \_\_\_\_\_
- Examine when you fail to listen to your gut, journal how you will handle a similar situation

### Other Focus

1. **Cognitive** - Ability to understand how others think and communicate with others in a way that resonates
2. **Emotional** - An immediate \_\_\_\_\_ of what is going on in the other person
3. **Empathic Concern** - \_\_\_\_\_





## Emotionally Intelligent Leaders

The leader with all three forms of empathy will have the most loyal followers. People love to work for them.

### Cultivating Empathy

- Cultivate \_\_\_\_\_ about strangers, speak to someone new once a week
- \_\_\_\_\_, search for what you share with others rather than what divides you
- Listen \_\_\_\_\_ and open up
- Try another person's life

### Outer Focus

- Critical to developing \_\_\_\_\_
- Understand the \_\_\_\_\_ in which you operate
- The sense of what will work \_\_\_\_\_ and \_\_\_\_\_



### Exploit or Explore

#### The Lesson of Blackberry



### Developing Outer Focus

- Learn your industry
- Podcasts, Industry magazines, books, conferences
- Associate with the top people
- Ask questions
- \_\_\_\_\_
- Journal new insights
- Share your knowledge \_\_\_\_\_

How might you employ these suggestions for developing Outer Focus?

## Emotionally Intelligent Leaders

### A Leader Without Focus

- \_\_\_\_\_
- Clueless
- \_\_\_\_\_



### Review

- What are the three types of Focus needed in an **Emotionally Intelligent** Leader?
- What are ways to cultivate inner focus?
- What are ways to cultivate empathy?
- Why is outer focus so important for a leader?



### Module 10 - Ways to connect and continue to grow

- Take an **Emotional Intelligence** Assessment and debrief
- Commit to a \_\_\_\_\_
- Sign-up for personalized coaching
- Join my \_\_\_\_\_ Group
- Do the work and reap the rewards!



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Notes: