

Tapping into Emotional Intelligence to Transform Organizations

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Session Objectives

- ▶ Increased awareness of Emotional Intelligence (EI or EQ) and the role it plays in effective leadership
- ▶ Identification of methods to increase Emotional Intelligence
- ▶ Increased use of Emotional Intelligence to break boundaries and build bridges

Individual Reflection

*What do you consider to be your best leadership characteristics?
Highlight the top 3*

Group Discussion

What are the characteristics of the best supervisor/leader you have ever had?

Group decides the top 3

What is Emotional Intelligence?

- ▶ The ability to:
 - ▶ Recognize your emotions
 - ▶ Understand what those emotions are telling you
 - ▶ Realize how your emotions affect people around you
 - ▶ Understand your perception of others
 - ▶ Understanding of how others feel
 - ▶ Use this understanding to manage relationships more effectively

(Goleman, Boyatzis & McKee, 2002)

Goleman's Elements of EI

- ▶ Self-awareness
- ▶ Self-regulation
- ▶ Self -motivation
- ▶ Empathy
- ▶ Social skills

(Goleman, 1997; Goleman, Boyatzis, McKee, 2002)

Self-Awareness

Characteristics

- ▶ Understanding your emotions and not letting feelings rule behavior
- ▶ Trusting intuition and managing emotions (confidence)
- ▶ Conducting honest self-assessment
- ▶ Identifying strengths & weaknesses
- ▶ Behaving with humility

Tips for Improvement

- ▶ Slow down and work on intentionality
- ▶ Write down your thoughts
- ▶ Develop a plan
- ▶ Seek help

(Goleman, 1997; Goleman, Boyatzis, McKee, 2002; Mindtools, 2015)

Self-Regulation

Characteristics

- ▶ Controlling emotions and impulses
- ▶ Thinking before acting
- ▶ Finding positive aspects in negative situations
- ▶ Avoiding impulsive, careless decision making
- ▶ Demonstrating thoughtfulness and integrity in actions
- ▶ Accepting change
- ▶ Saying "no" and understanding limits (healthy boundaries)

Tips for Improvement

- ▶ Know your values
- ▶ Develop priorities
- ▶ Take responsibility
- ▶ Practice mindfulness
- ▶ Be present and laugh more

Self-Motivation

Characteristics

- ▶ Goal setting (focused)
- ▶ Positive and productive attitude and style
- ▶ Willing to defer immediate satisfaction for long-term success
- ▶ Energized by challenge/change
- ▶ A belief and attitude toward effectiveness and success (self-confidence)

Tips for Improvement

- ▶ Take stock - why are you doing this job, have this goal, etc.?
- ▶ Re-commit to the role, goals, future
- ▶ Re-energize and be positive, proactive, and hopeful

Empathy

Characteristics

- ▶ The ability to identify with and understand the wants, needs, and viewpoints of those around you
- ▶ Recognizing the feelings of others, even when those feelings may not be obvious
- ▶ Actively listening
- ▶ Successfully managing relationships and relating to others
- ▶ Avoiding judgement and accepting differences
- ▶ *Platinum Rule*

Tips for Improvement

- ▶ Put yourself in the shoes of others
- ▶ Pay attention to body language
- ▶ Respond to feelings
- ▶ Respond from the heart; show how much you care

(Goleman, 1997; Goleman, Boyatzis, McKee, 2002; Mindtools, 2015)

Social Skills

Characteristics

- ▶ Positive and encouraging approach
- ▶ Easy to talk to / Excellent communication skills
- ▶ Effective team member
- ▶ Ability to facilitate groups and processes
- ▶ Ability to build trusting and long lasting relationships
- ▶ Proficient at mentoring, coaching, and supporting others

Tips for Improvement

- ▶ Practice conflict resolution skills
- ▶ Improve communication skills
- ▶ Learn to give praise

(Goleman, 1997; Goleman, Boyatzis, McKee, 2002; Mindtools, 2015)

Transforming Organizations with EI

- ▶ Examine culture (compliance versus commitment - transactional versus transformational)
- ▶ Invest in employee satisfaction (find the meaning beneath the meaning)
- ▶ Commit to a culture of continuous learning
- ▶ Embrace continuous quality improvement
- ▶ Recognize and reward performance
- ▶ Promote transparency and authenticity

(Bass, 1990; Boleman & Deal, 2003)

Using EI to Breakdown Barriers and Build Bridges

- ▶ Emotional Intelligence can help to:
 - ▶ Improve and strengthen relationships
 - ▶ Build trust and confidence
 - ▶ Change perspectives
 - ▶ Improve communication
 - ▶ Increase member satisfaction/decrease turnover
 - ▶ Improve service delivery/optimize production

(Bass, 1990; Boleman & Deal, 2003; Cooper & Sawaf, 1998; Goleman, 1997)

Online Resources

- ▶ Daniel Goleman: <http://www.danielgoleman.info/topics/emotional-intelligence/>
- ▶ Mindtools: http://www.mindtools.com/community/pages/article/newCDV_59.php?route=pages/article/newCDV_59.php
- ▶ Institute for Health and Human Potential: <http://www.ihhp.com/free-eq-quiz/>
- ▶ Global Leadership Foundation: <https://globalleadershipfoundation.com/geit/eitest.html>
- ▶ Consortium for Research on EI in Organizations: http://www.eiconsortium.org/references/articles_reference.html
- ▶ Gallup Strengths Center: <https://www.gallupstrengthscenter.com/>

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