



Emotional Intelligence and Dealing with adversity

Presentation for the Senior Leaders Week

Berlin Civil Society Center, Berlin, August 2011

“Everybody can get angry - that is easy. But getting angry at the right person, with the right intensity, at the right time, for the right reason and in the right way - that’s hard.”

Aristotle

Emotional Intelligence: The Correlation with Performance & Morale

“People with a high level of mastery cannot afford to choose between reason and intuition, or head and heart, inasmuch as they wouldn’t choose to limit themselves to walking on one leg or watching with one eye.”

Peter Senge

Research on Performance and Morale (Sound Bites I)

One of the oldest laws of psychology holds that beyond a moderate level, increases in anxiety and worry erode mental abilities. (Choking)

For every 1 percent improvement in the service climate, there's a 2 percent increase in revenue. (Lyle Spencer, 2001)

Cardiac care units where the nurses' general mood was 'depressed' had a death rate four times higher than on comparable units. (Schneider and Bowen, 1995)

In 75 percent of cases, climate alone accurately sorted companies into high versus low profits and growth. (McClelland, 1998)

How a manager self regulates and creates 'prosocial behaviour' is a primary factor in how the business is doing. (Ashkenasy et al, 2000)

Research on Performance and Morale (Sound Bites II)

People with good bosses are four times less likely to leave a company than those with poor bosses. (Zipkin, 2000)

Self-confidence was in fact a stronger predictor of performance than the level of skill or previous training. (Saks, 1995)

A Story from Fortune magazine, asks, “So why do CEO’s fail? More than any other way, by failure to put the right people in the right jobs – and the related failure to fix people problems in time.” (Charan & Colvin, 1999)

It is suggested that 50 to 70 percent of employees’ perception of working climate is linked to the E.I. characteristics of the leader. (Goleman, 2000)

Ethos

Pathos

Logos

Component 1: Self awareness

1

Understanding self

Definition

The ability to recognise and understand our moods, emotions and drives; as well as their effect on others.

A strong correlation between internal and external perception.

Hallmarks

Self-confidence, realistic self-assessment.

At ease with self, acknowledgement of strengths and limitations.

Lack of need for show.

Component 2: Self regulation

2

Managing self

Definition

The capacity to control or redirect disruptive impulses and moods.

The propensity to suspend judgement – to think before acting.

Hallmarks

Trustworthiness and integrity.

Comfort with ambiguity.

Openness to change.

Component 3: Motivation

3

Leading self

Definition

A passion to work for reasons that go beyond money or status.

The focus of pursuing goals with energy and persistence.

Hallmarks

Strong drive to achieve.

Optimism, even in the face of adversity.

Organisational commitment.

Component 4: Empathy

4

Understanding others

Definition

The function of understanding the emotional makeup of other people.

Skill in treating people according to their emotional reactions.

Hallmarks

Expertise in building and retaining talent.

Cross-cultural sensitivity.

Service to clients and customers.

Component 5: Social skills

5

Managing and leading others

Definition

Proficiency in building and managing relations and partnerships.

An ability to find common ground and build rapport.

Influencing and networking capability.

Hallmarks

Effectiveness in managing change.

Persuasiveness.

Expertise in building and leading teams.

E.I., Leadership Style and Morale

Leadership Style	E.I. Competencies	Impact on Climate	Objective	When Appropriate
Visionary	Self Confidence, Empathy, Change Catalyst, Visionary Leadership	Most strongly positive	Mobilise others to follow a vision	When change requires a new vision or when a clear direction is needed
Affiliative	Empathy, Building Bonds, Conflict Management	Highly positive	Create harmony	To heal rifts in a team or to motivate during stressful times
Democratic	Teamwork and Collaboration, Communication	Highly positive	Build commitment through participation	To build buy in on consensus or to get valuable input from other employees
Coaching	Developing Others, Empathy, Emotional Self-Awareness	Highly positive	Builds strength for the future	To help an employee improve performance or develop long term strengths
Coercive	Achievement Drive, Initiative, Emotional Self-Control	Strongly negative	Immediate compliance	In a crisis, to kick start a turn around, or with problem employees
Pacesetting	Conscientiousness, Achievement Drive, Initiative	Highly negative	Perform tasks to a high standard	To get quick results from a highly motivated and competent team

Thinking Errors

When we are emotionally upset, we often process incoming information in a consistently biased and habitual way that maintains our low mood, angry behaviour or anxious state. This level of thinking creates the unresourceful state.

Thinking Errors

All-or-Nothing Thinking: seeing events in extreme terms that allows for no shades of grey or middle ground

Magnification / Minimisation: exaggerating the negative and reducing the positive

Personalisation: holding yourself to blame for events you are not responsible for

Emotional Reasoning: you believe something is true because you feel it strongly

Mind-Reading: the ability to know the thoughts of others without using the normal means of communication

Fortune-Telling: believing you can predict the future in a consistently accurate way.

Thinking Errors

Overgeneralisation: drawing sweeping conclusions based on a single event or insufficient information

Shoulds and Musts: these are usually in the form of rigid rules of living that you impose on yourself, others and/or life

Mental Filter: focusing exclusively on one negative aspect of a situation and thereby judging the whole situation by it

Labelling: you attach a global and negative label to yourself based on specific behaviours

Discounting the Positive: any positive experience or qualities are disregarded

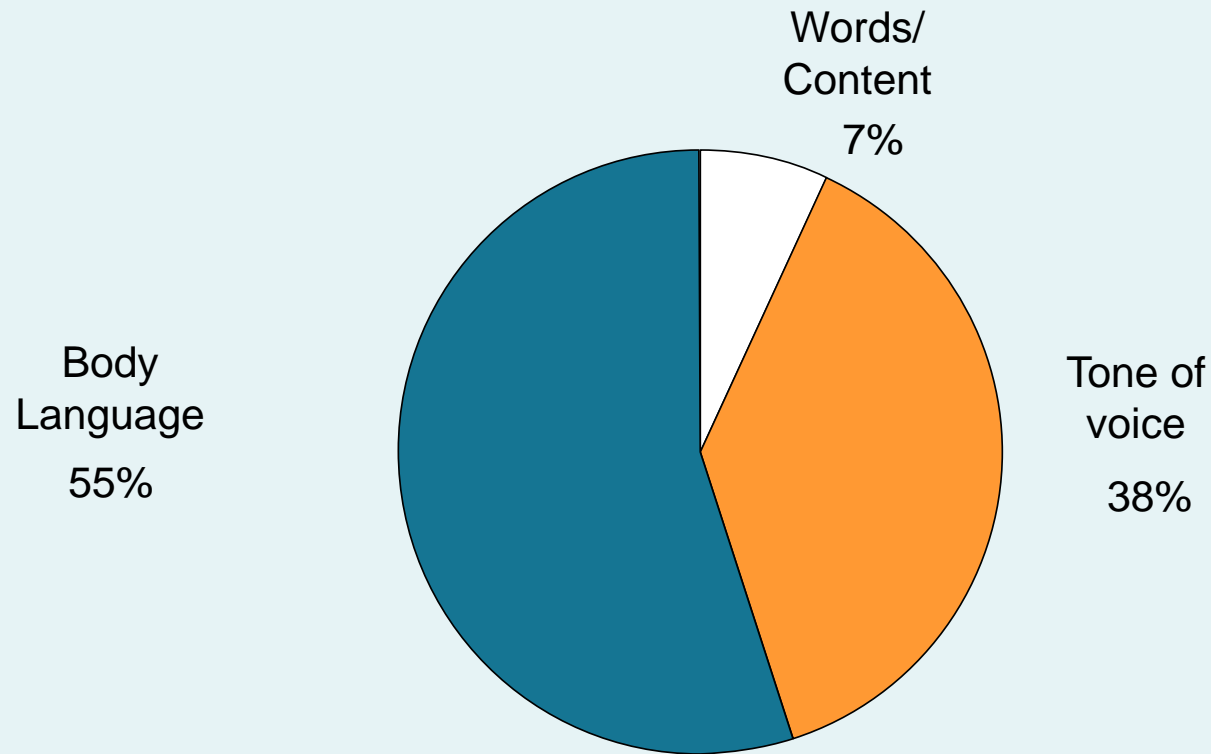
Catastrophising: always assuming the worst and, if it occurs, your inability to cope with it

Staying Adult – SMARTer questions

- What specifically?
- How specifically?
- Compared to what specifically?
- Better than what specifically?
- Never? Always?
- What would happen if you did?
- What stops you?
- What prevents?
- How have you made that connection?
- According to whom?
- How do you know?

Practice the right behaviours

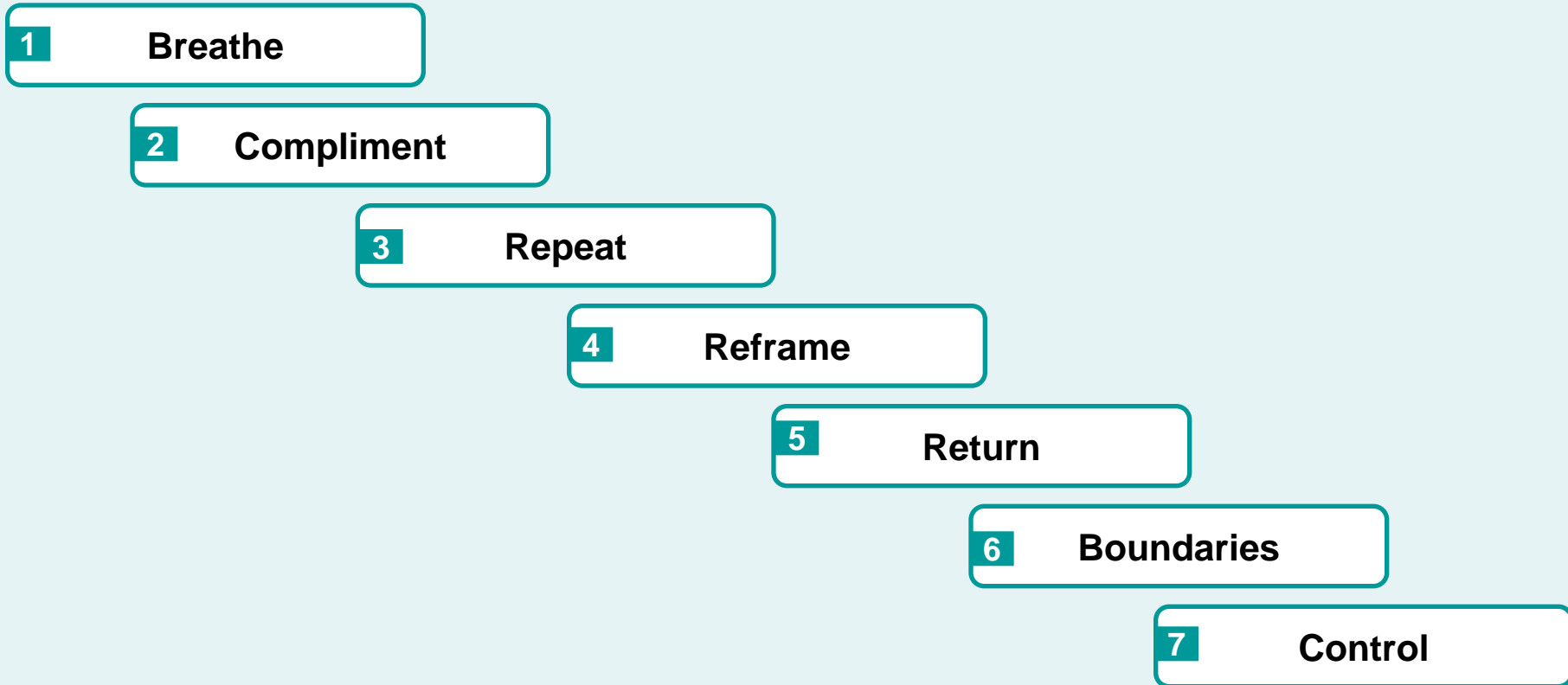
How something is said reveals more than what is said



Controlling emotional hot buttons

- Listen attentively without interrupting (breathe, control physical reactions)
- Respond consciously
- Acknowledge the other person's feelings
- Ask objective/open-ended questions for clarification
- Try to see the other person's point of view
- Stick to the subject (don't let other issues interfere)
- Be patient
- Express your point of view and explain why
- Win-win in focus

Seven Golden Rules for Dealing with Aggression



Thank you for your attention.

INTERPROJECTS GmbH | Reavis Hiliz-Ward |
Eschersheimer Landstrasse 19-21 | 60322 Frankfurt |
Telefon +49-69-75600130 | Fax +49-69-75600120 |
rhiliz-ward@interprojects.de | www.interprojects.de

Designed by linhorst media

Be aware of obstacles

Know how to control your emotional 'hot buttons'

- 1. Listen attentively without interrupting**
 - Take several deep breaths to control physical reactions
- 2. Make a conscious choice about your response**
 - You can get angry, try to solve the problem, or ignore it
- 3. Acknowledge the other person's feelings**
 - Make it okay for them to feel the way they do
- 4. Ask objective questions for clarification**
 - Use open ended questions
- 5. Try to see the other person's point of view**
 - Agree where you can and feed back what you are hearing

Be aware of obstacles

Know how to control your emotional 'hot buttons' (cont.)

6. Stick to the subject

- Define your problem and do not let other issues interfere

7. Be patient

- With the other and yourself; problems do not always have immediate solutions

8. Express your point of view

- Do not force proof

9. Explain why

- A reasonable explanation can take out the sting out of an emotional issue

10. Work out a “win-win” plan

- Make sure your solution is fair and workable for both

Be aware of obstacles

Know how to control your emotional 'hot buttons' (cont.)

11. **Listen patiently** to what the other has to say, even though you may believe it is wrong or irrelevant
12. **Try to understand** the feeling the person is expressing, as well as the intellectual content
13. **Restate the person's feeling** briefly, but accurately – simply serve as a mirror and encourage to continue talking
14. **Allow time** for the discussion to continue without interruption
15. **Listen for what is not said**
16. **Be honest in your reply**, if the other person appears to genuinely want your viewpoint
17. **Do not get emotionally involved** yourself
18. **Be quiet**, let the other person talk