

# Emotional Intelligence for Leadership and Workplace Excellence

**“ Introduction-Concept, Components, Relevance”**



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana

## Empaneled Consultant & Coach in TISS, Mumbai

### QUALIFICATIONS:

- 2-year PGDM from IIM, Bangalore
- Certificate Course on OD & Change Management from LEEDS University, UK
- Certified Lean Management Consultant from LMII, India

### EXPERIENCE:

- 30+ years of experience as a consultant and in practice
- 18 years as Unit HR head in HMT - handled Change management, introduced several initiatives like Performance Management Systems, Participative Management scheme, Japanese 5S and Kaizen.
- Over 15 years of Consulting and Training experience

### ENGAGEMENT

- Associate Consultant with the World Bank, DFID, ADB, Deloitte, UNDP, TISS

### AREAS OF EXPERTISE

OD, Strategy, Policy, Change Management, HR, Lean and Kaizen



Facilitator

**Nirmala Sambamoorthy**

### KEY ASSIGNMENTS HANDLED:

#### CONSULTING:

- Strategic Policing Plan for AP and TS Police
- Change Management initiatives in Cyberabad Police
- IAS curriculum review and revision to LBS National Academy of Administration in Mussoorie
- State Affordable Housing Policy for AP, Telangana, Assam, Sikkim & West Bengal
- Design of Municipal Cadres at All India level
- Strategic Plan for Ministry of Social Solidarity and National University of Timor Leste
- Formulation of Medical Service Rules for MNJ Cancer Hospital and RIMS
- Competency Mapping for Global leaders of Sanofi
- Organizational Climate Study for Berkadia
- Employee Engagement interventions for Berkadia
- Organization Diagnostic Study in Indian Immunologicals Limited
- Design and Delivery of Leadership workshops at SBI, Sanofi, Canara Bank, LIC, ITC, Dr. Reddy's, NALCO, IIL, Berkadia, NFL, Andhra Bank, GE –BHEL, NTPC, TATA Projects etc.

# What is Emotional Intelligence?

- “The capacity to be aware of, control and express one’s emotions and to handle interpersonal relationships judiciously and empathetically”
- It’s a combination of Emotions & Intelligence as against only Intelligence



# Emotions go with you

“Emotions are a part of you, and they are transient from personal life to professional life and vice versa ”

Are we aware of our emotions?



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana

## Bring Intelligence to Emotions

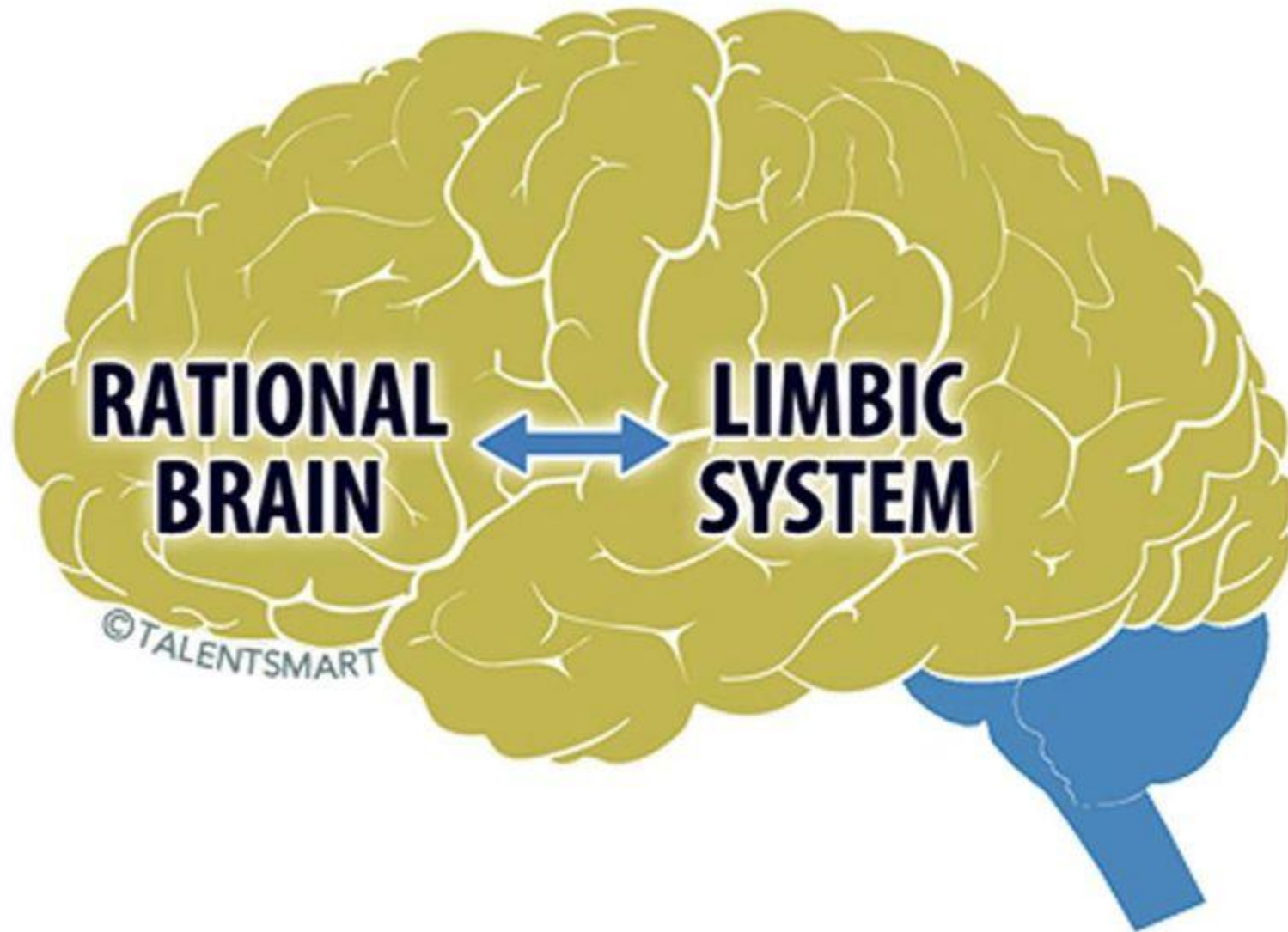
- “Anyone can become angry-that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way- that is not easy”- Aristotle, The Nicomachean Ethics
- Problem is not with emotionality, but with appropriateness of emotion and its expression.
- Question is how we can bring intelligence to our emotions



# How the brain is organized

- Emotions are at Limbic area and many of brains' higher centers sprouted or extended from this area,
- the emotional brain plays a crucial role in neural architecture including neocortex.
- This gives emotional brain immense power to influence the functioning of rest of brain including centers of thought.





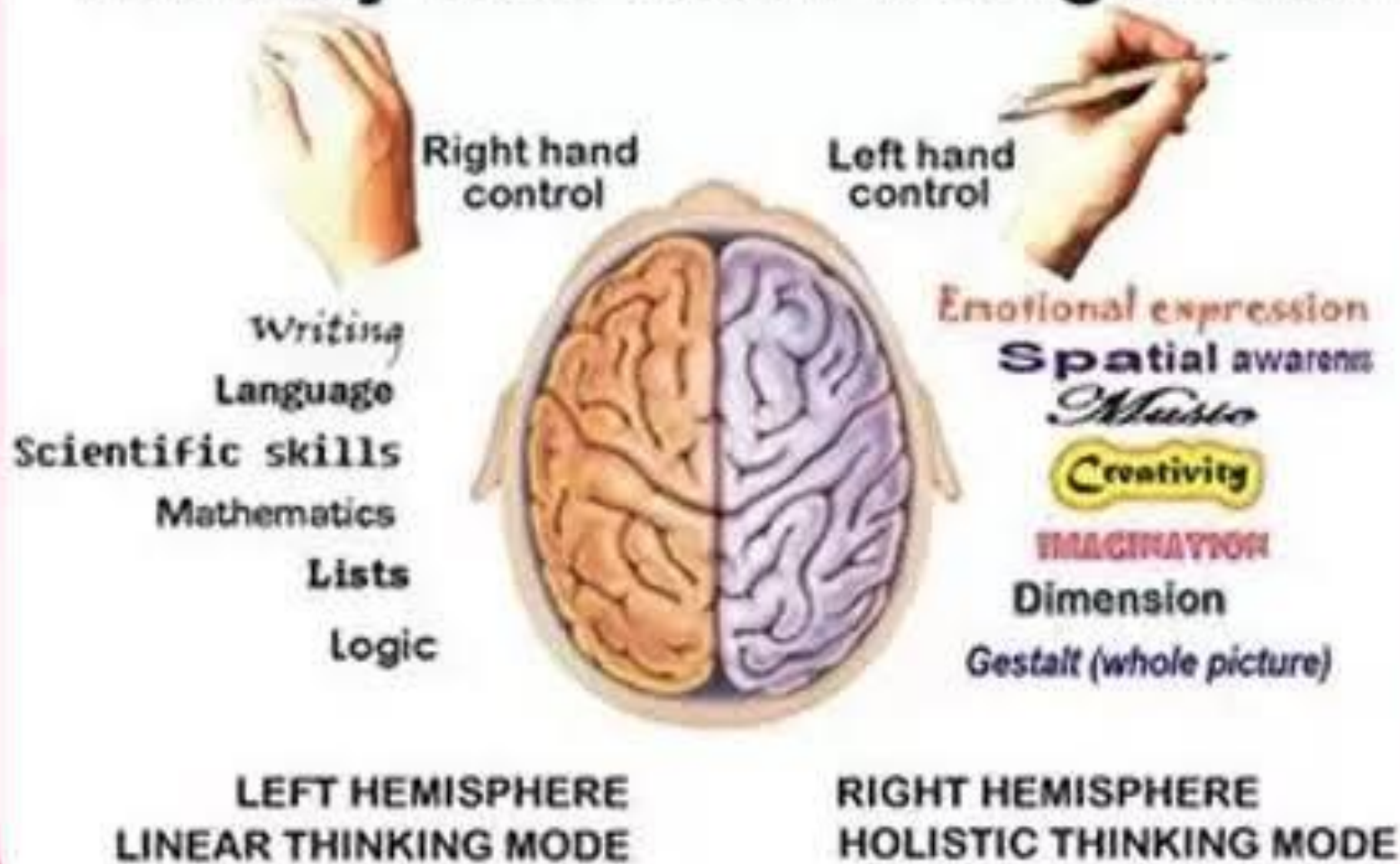
*Emotional intelligence is a balance between the rational and emotional brain.*



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana



# The Way Your Brain Is Organised

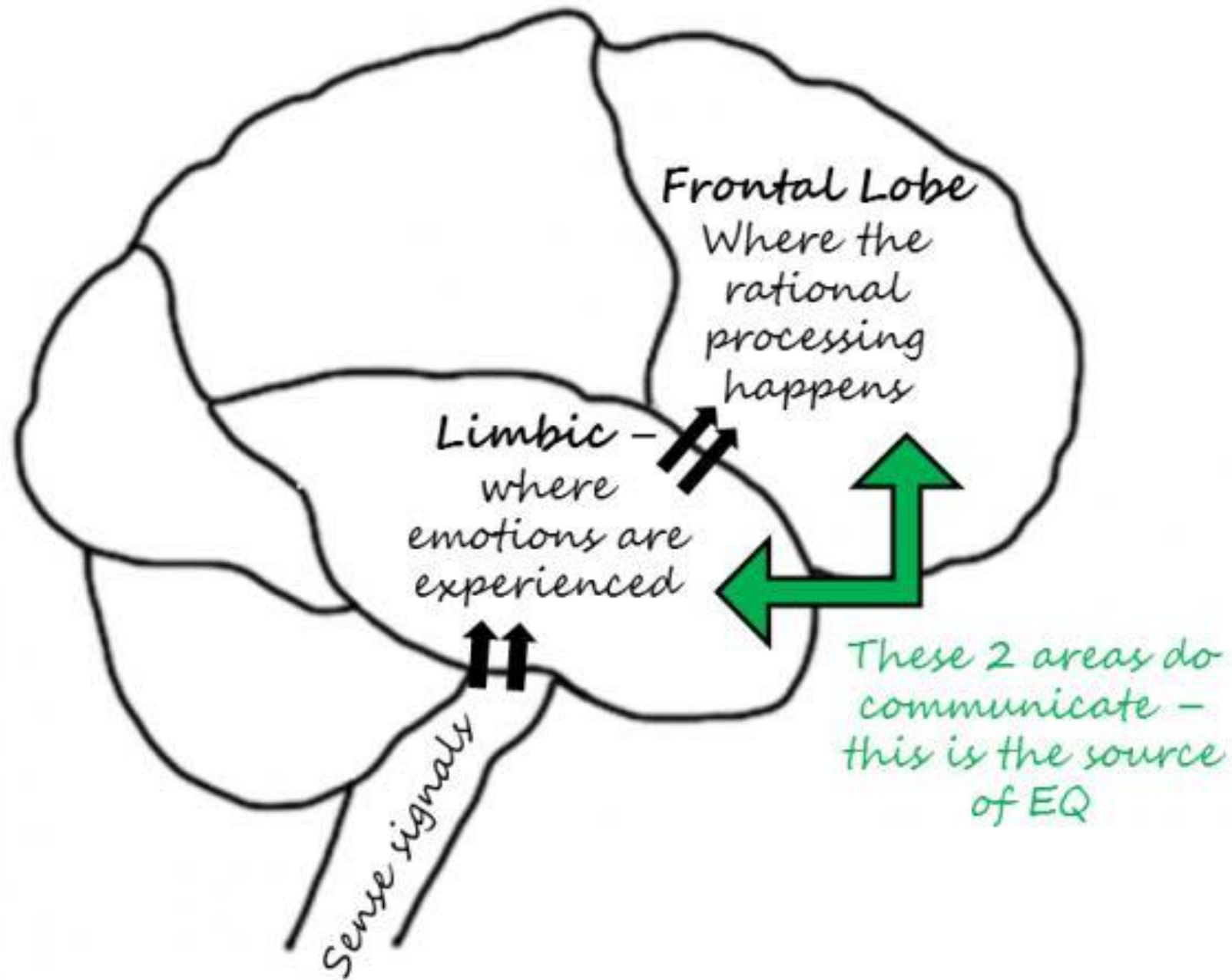


© The Left-Handers Club ([www.left-handers-day.com](http://www.left-handers-day.com))



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana





# Emotional Levels

S.No.	Emotional Intensity	Population penetration/frequency
1	Emotion	All of the People all of the times
2	Mood	Most of the People some of the times
3	Temperament	30% of the people most of the times
4	Disorder	1% of the people all of the times



# Correlation between IQ/EQ

- IQ and EQ are only weakly correlated
- Center for Creative Leadership (CCL) USA found three reasons for failure: difficulty in handling change, inability to work well in a team, poor interpersonal relations
- Carnegie Institute of Technology (CIT) concluded that 85% of success is “human engineering”, personality, ability to communicate, negotiate and lead and only 15% is due to technical ability
- EI higher predictor of success than IQ.





# Importance of Emotional Intelligence

[educba.com](http://educba.com)



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana

# Why EI is Important?

- Importance of EI hinges on the link between sentiment, character, and moral instincts
- At the mercy of impulse- lack self-control suffer from moral deficiency
- Ability to control impulse is the base of Will and character
- Root of Altruism lies in Empathy
- Two required moral stances of our time: self-restraint and compassion





## Results of EI



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana



# EMOTIONAL INTELLIGENCE STATISTIC



90%

OF TOP PERFORMERS  
HAVE HIGH EQ



EQ IS  
RESPONSIBLE FOR

58%

OF YOUR JOB  
PERFORMANCE



\$29,000

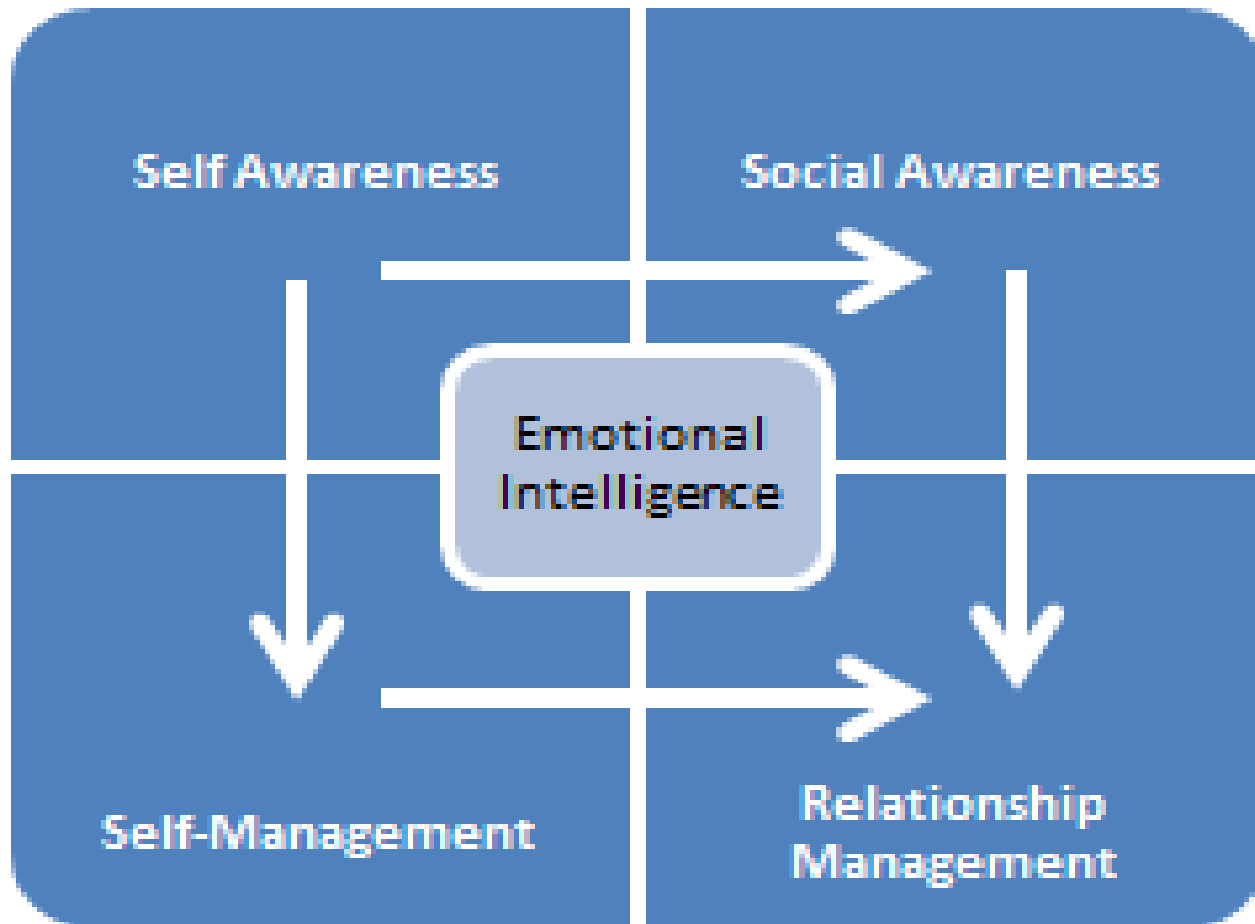
PEOPLE WITH HIGH EQ MAKE  
\$29,000 MORE ANNUALLY THAN  
THEIR LOW EQ COUNTERPARTS

BY DR. TRAVIS BRADBERRY



**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana

# Emotional Intelligence Framework

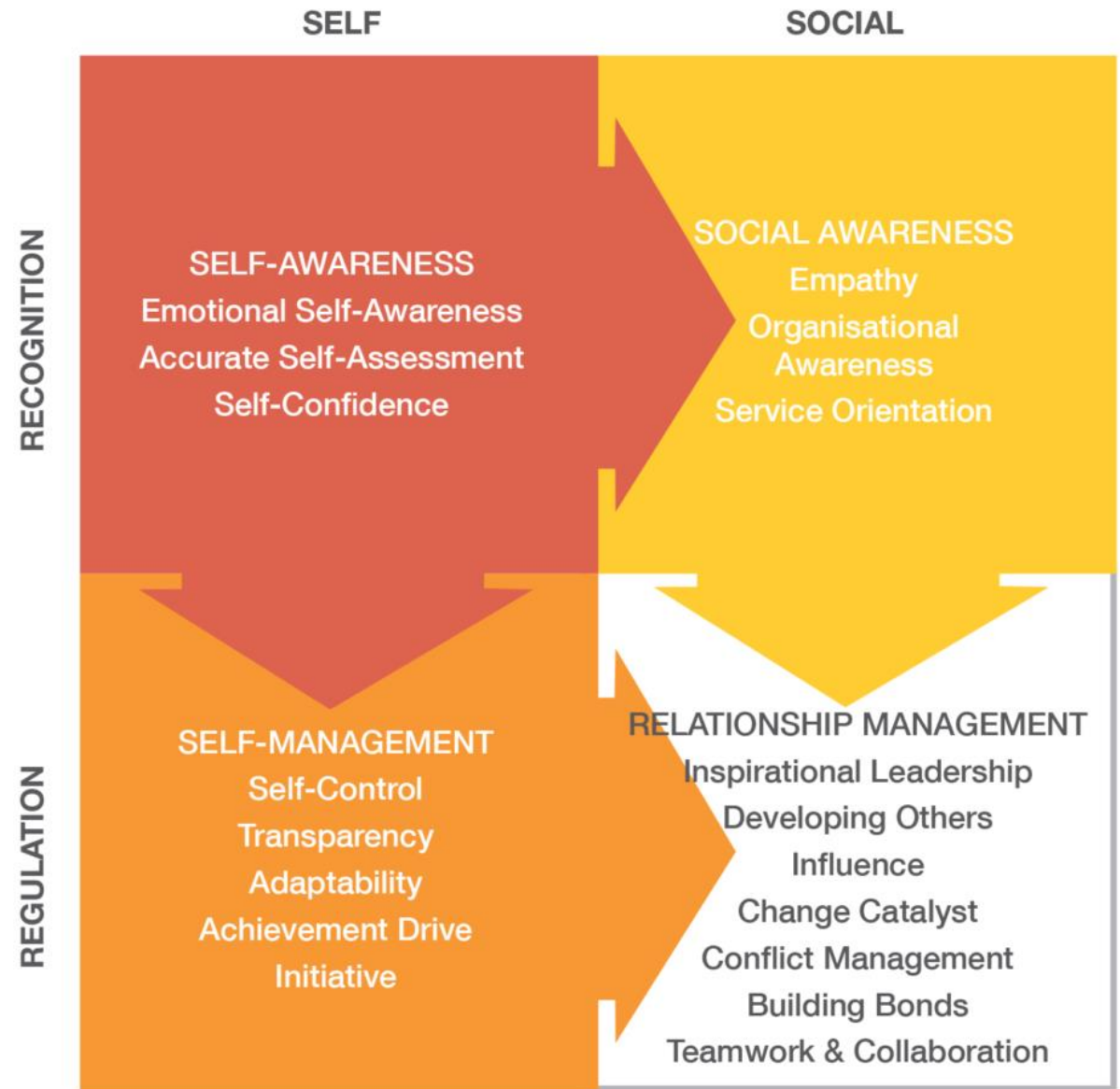


**Dr. Marri Channa Reddy**  
Human Resource Development  
Institute of Telangana

# Goleman's Approach for Cultivating EI Skills – *through learning and practice*

**Empathically understand and internalize the importance of these dimensions as foundational premise for developing EI approach in all actions**

**Develop strategies and action tendencies for practice and reinforce those behaviours that lead to positive outcomes and correct and improve upon those not so positive outcomes**



Goleman's Emotional Intelligence Model (2002)

# Goleman's Suggestive EI Skills – *through learning and practice*

## Emotional Intelligence Domains and Competencies

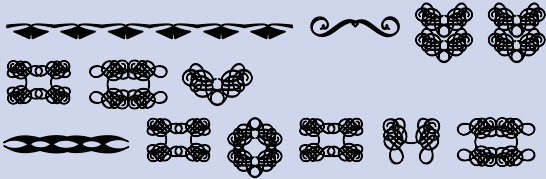
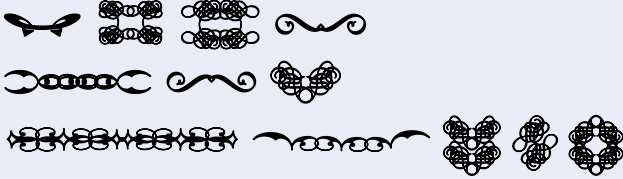
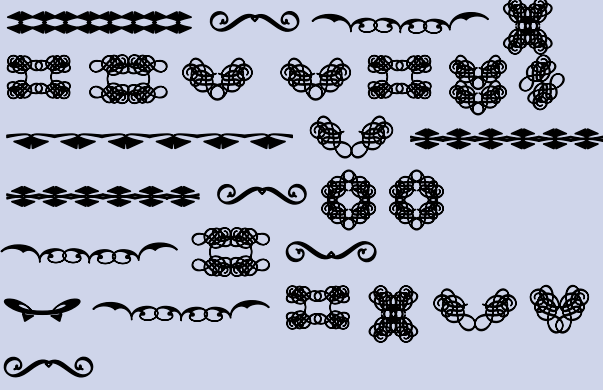


SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

SOURCE MORE THAN SOUND, LLC, 2017

© HBR.ORG

Note : Inputs on these skills will be discussed in independent sessions

# Application of EI Skills for realizing the six Leadership Qualities

Leadership Qualities	Application of EI Principles
	<p>For setting realistic Vision and realizing it one needs the team support, with emotional commitment, dedication and efforts – all of which can come only through emotional involvement of the team . The leader needs all the Self and Relationship management Skills</p>
	<p>Needs positive outlook, willingness to take risks (emotional commitment) and Achievement Oriented and Adaptability to keep making attempts again and again</p>
	<p>Dr. Satish Dhawan has the Positive Outlook that mistakes can be corrected and inspired the team for better attempts. When the team succeeded, he empathized with the efforts of the team and allowed Dr. Kalam to take credit. Dr. Dhawan had enormous self-control in not to project himself.</p>
	<p>To be courageous, even in times of adversity, the leader needs Self-Awareness of one's risk taking capabilities and should go ahead with Positive Outlook and be Achievement oriented</p>
	<p>When one sets and works for higher order goals, the team will be willing to collaborate and provide its whole hearted commitment ( Relationship Management Skills)</p>

# Differences Between IQ and EI/EQ

	<b>IQ</b>	<b>EI/EQ</b>
1	General Intelligence	Emotional Intelligence
2	Mostly inborn	Learned/Acquired
3	Abstract Thinking	Feeling, Perception
4	Academic excellence	Success in Life
5	Excel in mental challenges	Excel in Social Challenges
6	Individually brilliant academicians	Leaders, Captains, Managers





# Emotional Competencies for Effective Leadership

S.No.	Competency	Characteristics
1	Self-awareness	Leaders are confident, honest, direct, consistent
2	Self-regulation	Leaders are clear, decisive, straightforward, intuitive
3	Motivation	Leaders lead by example- inspiring, not afraid of difficulties, focused, driven
4	Social skills (awareness and management)	Leaders are good communicators- approachable, try for win-win, show consideration, trust, respect
5	Empathy	Leaders are good listeners, diagnose before prescribing, avoid autobiographical responses, influence others



# Emotional Competencies for Effective Leadership

S.No.	Competency	Characteristics
1	Lead Self	Self-motivation, self-regulation, continuous improvement (admit that they are not perfect)
2	Lead Teams	Unlock potential of others, their motivation towards organization, spend time, understand, listen, respect expertise, empathy
3	Lead Organizations	Vision, Big picture, identity, accountability, political astuteness (influence and network)



# 7 Ways of Building Team Excellence with EI

1. Be a Ring-Leader- polite, respectful, willingness to change, listen
2. Identify strengths and Weaknesses of team members (know them better)
3. Spark Passion (recognize hard work, flexible work, mission of org in view)
4. Build Team Norms (ask quiet members to talk, treating with respect)
5. Develop creative ways to manage stress (breaks, no-multi-tasking,)
6. Allow Team members to have a voice
7. Encourage to work and play together (outside of office)



# Summary

1. Emotions are a part of us and they effect our performance
2. EI is a better predictor of success in life than IQ
3. It is learned/acquired and can be improved
4. People with higher EQ become better leaders, captains, managers
5. Leaders with EI can lead themselves, others and their organizations
6. EI provides base for building teams of excellence
7. EI contributes to better understanding and synergy



**Thank You  
for Your Attention**



**Dr. Marri Channa Reddy**  
**Human Resource Development**  
**Institute of Telangana**