

Emotional Intelligence for Leadership and Workplace Excellence

“ Introduction-Concept, Components, Relevance”



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Organization of the Presentation

- What is EI,
- How our Brain is organized
- Flow and levels of Emotions
- Differences between EI/EQ and IQ
- Brief History of EI
- Importance & Benefits of EI
- Components of EI
- Significance of EI for Leadership
- Building Team Excellence with EI



- El simplified



*The Art of balancing
the **Love** of the **heart**
and
Wisdom of the Mind...*

*...is Emotional
Intelligence*

Essential for Personal Life, Career and Social Well-being

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



Basis for EI Concept

Basic understanding of human behaviour

- ❖ All individuals are some total of Emotions and Thoughts ; borne out of their knowledge, education, experience, and social culture
- ❖ Motivation and Inspiration for performance come from Emotional Drive - which is key for the performance levels
- ❖ Thoughts / ideas / information are only instruments for clarifying what is to be done; So, Instructions, Commands and Orders alone do not get a person perform to one's higher / optimum levels of efficiency, productivity and quality with commitment and enthusiasm.

Emotional Intelligence is:

'being able to monitor and regulate ones' own and others' feelings, and to use feelings to guide Thought and Action' -

Prof. Peter Salovey and Prof. John Mayer (Proponents of EI Theory)

' Capacity for recognizing or own feelings and those of others for motivating ourselves and for managing emotions well in ourselves and in our relationships'

- **Daniel Goleman** (Author and propagator of EI Concept

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?



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Bring Intelligence to Emotions

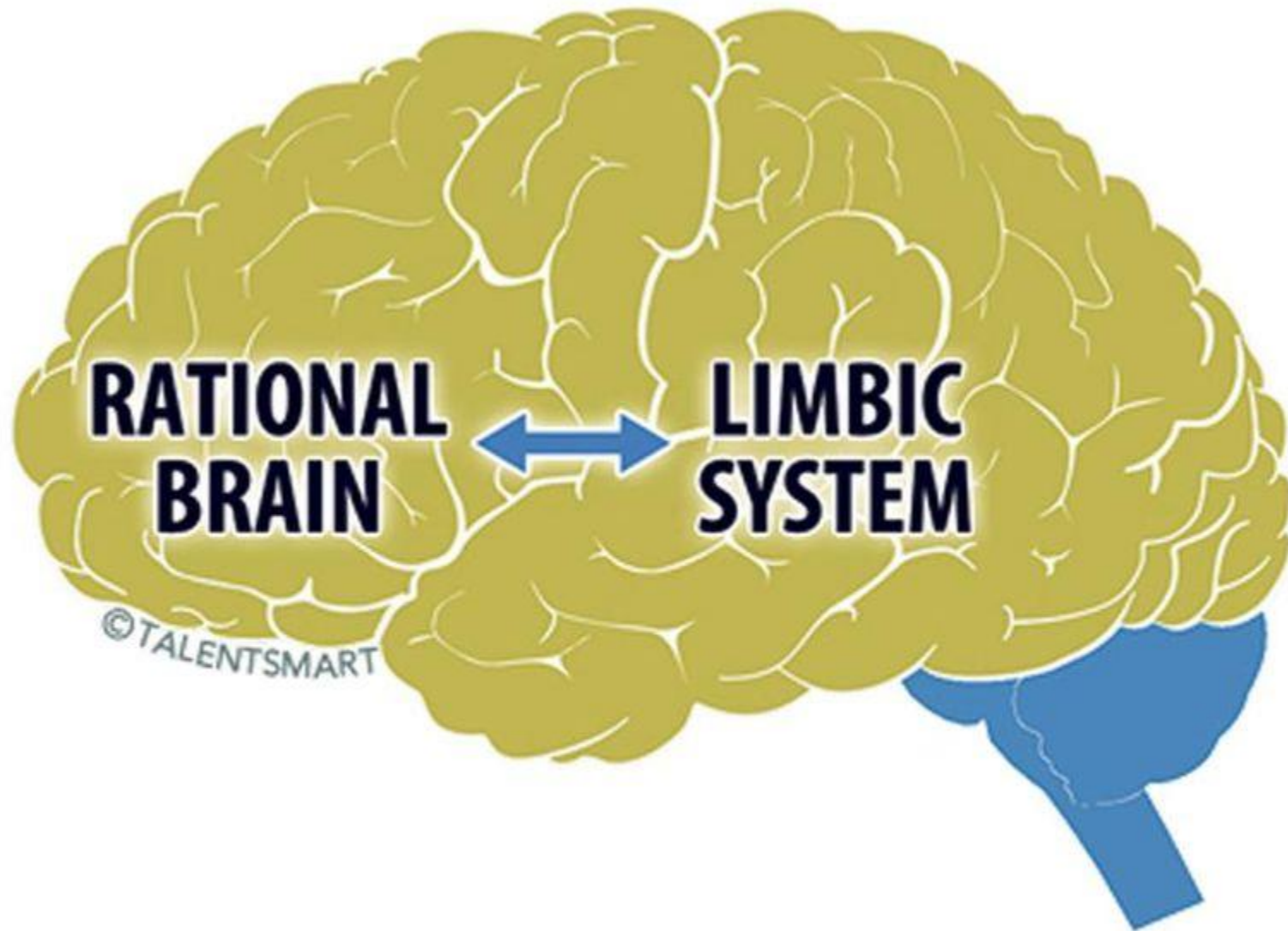
- “Anyone can become angry-that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way-that is not easy”- Aristotle, The Nicomachean Ethics
- Problem is not with emotionality, but with appropriateness of emotion and its expression.



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.

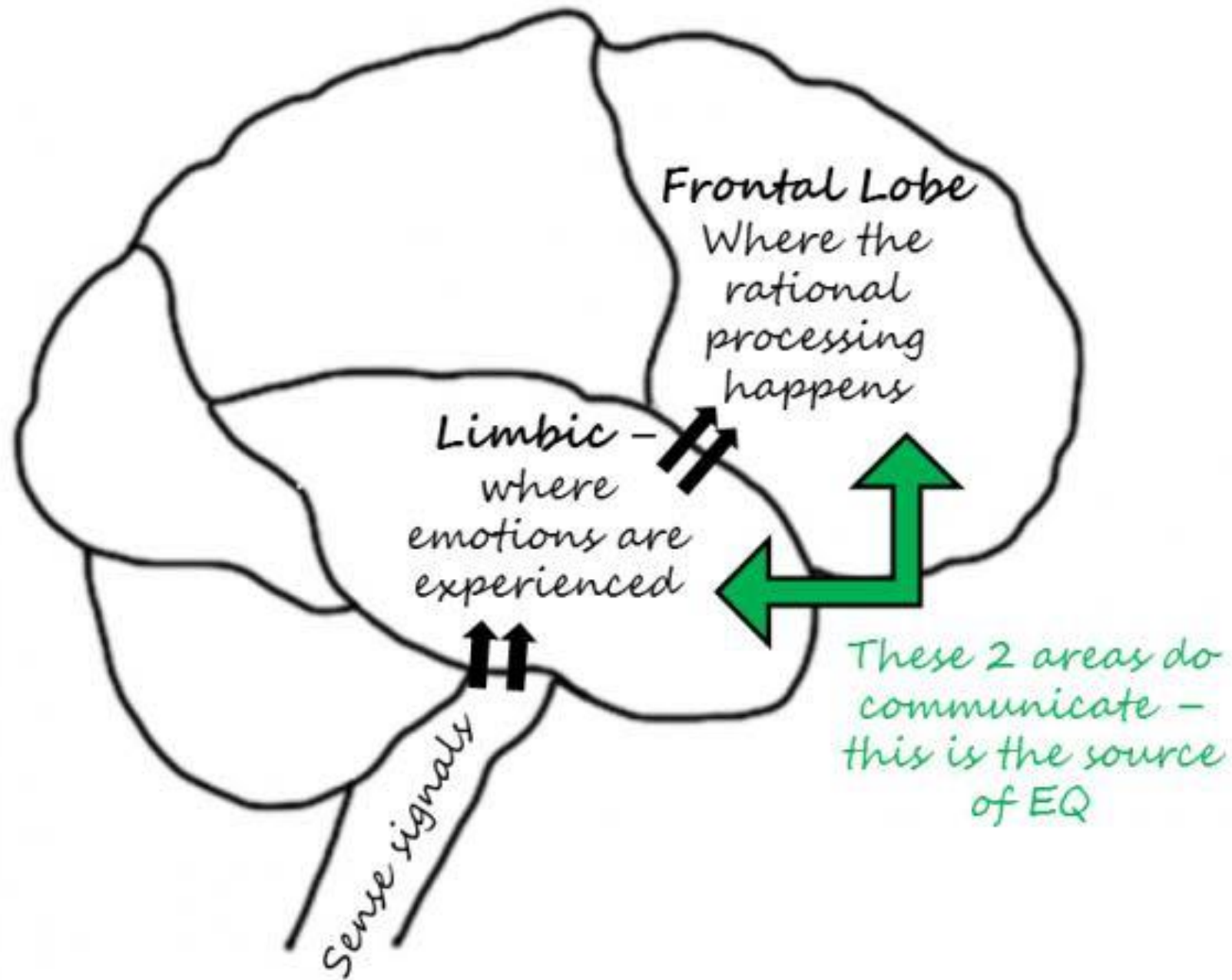




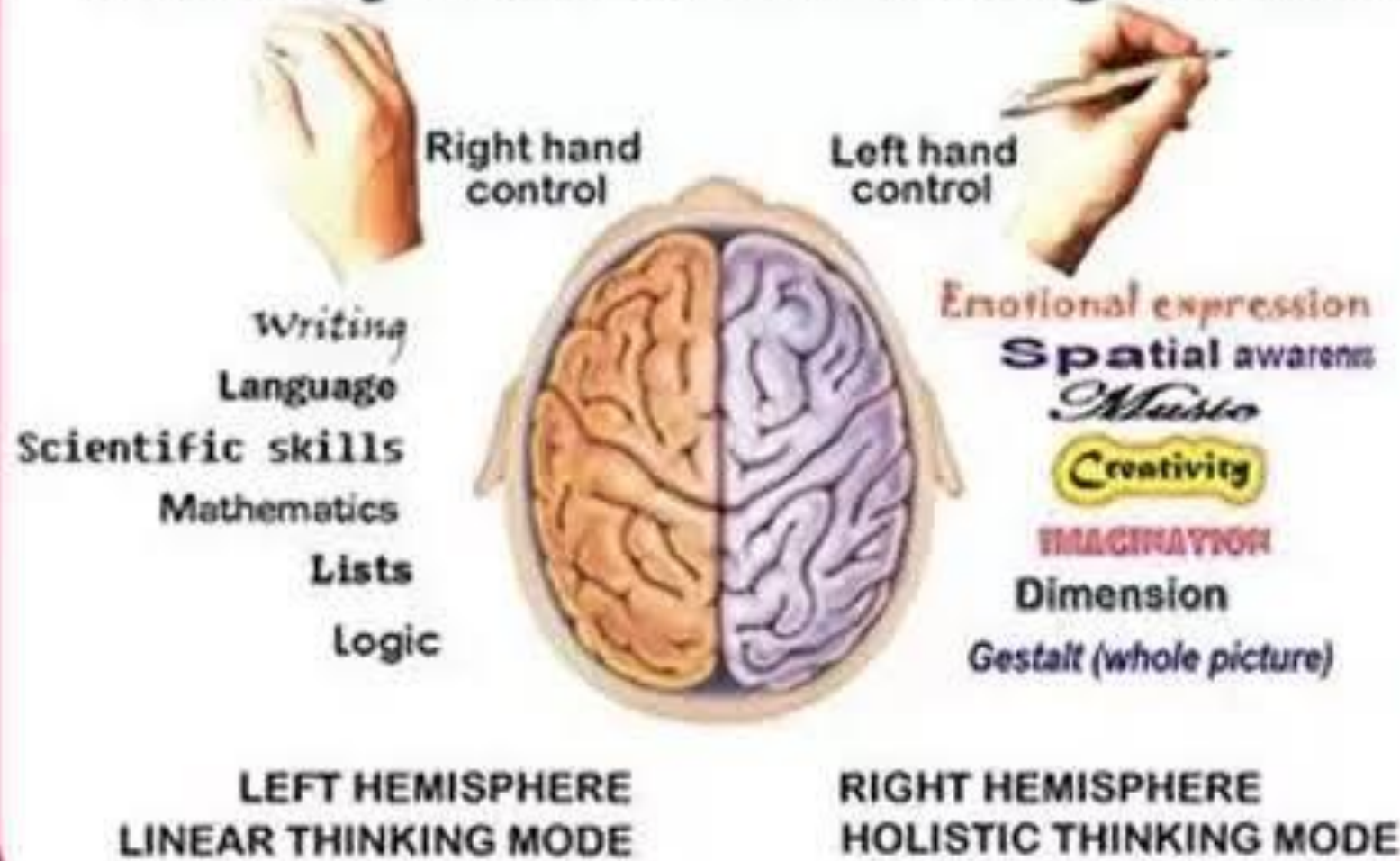
Emotional intelligence is a balance between the rational and emotional brain.



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The Way Your Brain Is Organised

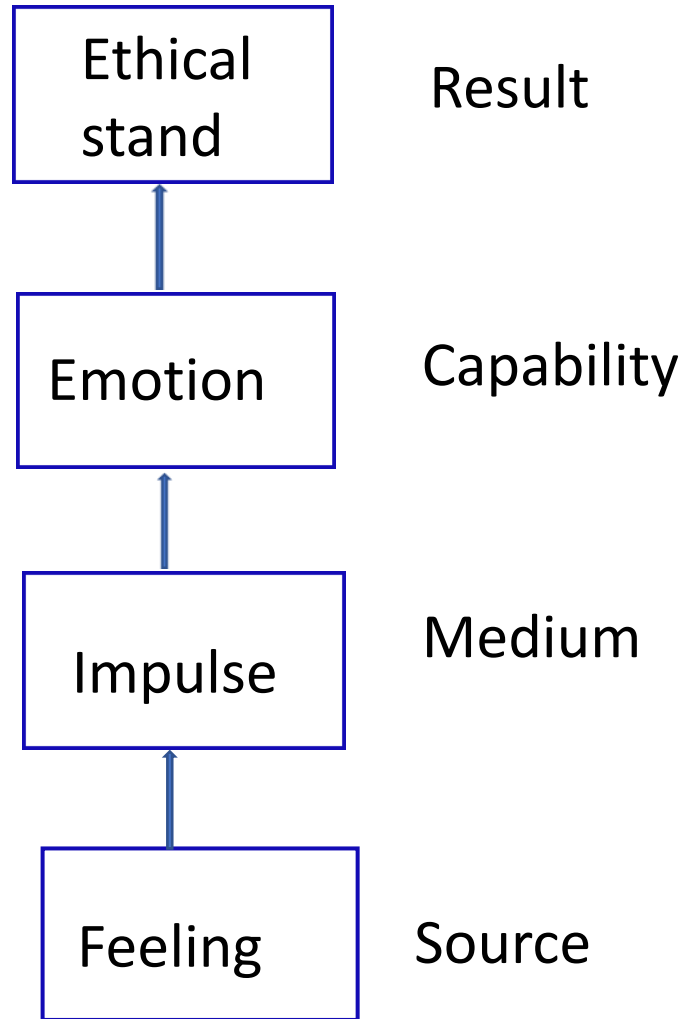


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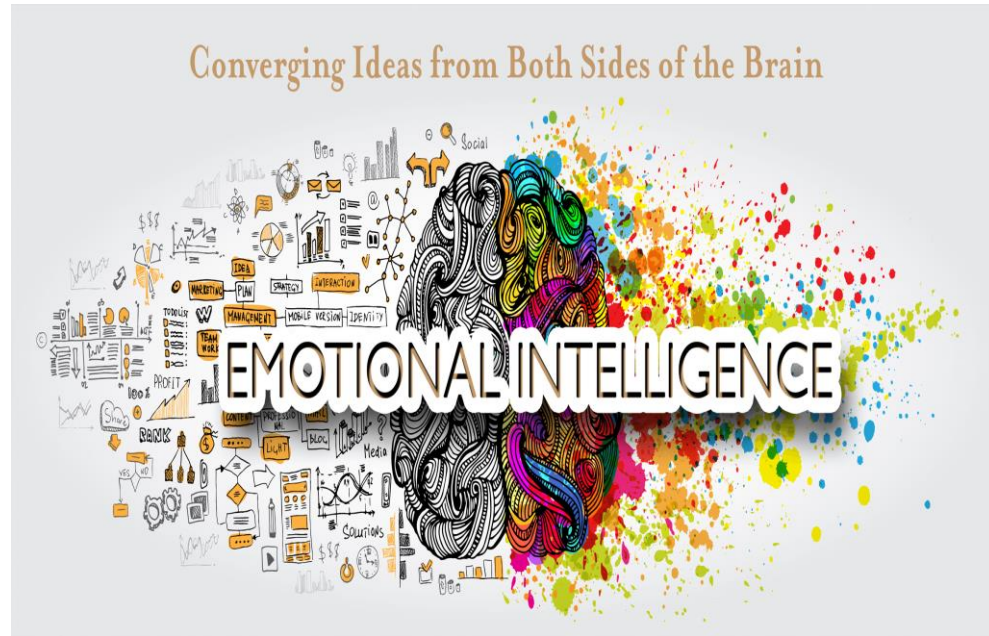
Flow of Emotions



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





Knowledge, Experience,
Quantitative, Analytical,
Emotions, Thoughts

+

- Situational and Sensitive Understanding of Impact of one's Actions on Self and others
- Having a balanced World-View of things
- Understanding, Preparing and Acting on the calls required for:
 - one's self development,
 - the role one is required to fulfil in the social settings – family, organization and the society

=

Some Levels of Behavioral Outputs-
Actions = Emotional Intelligence

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 inter-personal 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.



Differences Between IQ and EI/EQ

	IQ	EI/EQ
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



Brief Background to EI

1	Darwin	Behaviour Genetics
2	Freud	Personality (id, ego, super ego)
3	Robert Woodworth (1917)	Personal data sheet
4	Carl Jung (1923)	Psychological Types
5	William Moulton Marston (1928)	DISC Model (Dominance, Influence, Steadiness, Compliance)
6	Rosanoff (1938)	Abnormality not B&W, Shades of grey
7	Humm-Wadsworth	Model of Temperament (extn. To Rosanoff)
8	Bandler & Grinder (1979)	NLP- Link neurological process & language
9	Myers & Briggs (1980)	Personality Types (Most popular), 16 types

Brief History of EI

10	Howard Gardner (1983)	Theory of Multiple Intelligences
11	Keith Beasley (1987)	First used EQ in an article
12	Peter Salovey & John Mayer (1990)	Ability EI Model
13	Daniel Goleman (1995)	Mixed Theory, competencies
14	Constantino V. Petrides (2001)	Trait EI
15	Christopher Golis (2007)	7 Motivational Temperament Factors Model



Brief History of EQ

- Daniel Kahneman (ISR, Nobel winning Psychologist) – people do business with a person they like and trust rather than someone they don't even if they offer a better product at a lower price
- The higher up the organization the more crucial EI abilities are as the impacts are greater and felt throughout the entire organization



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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





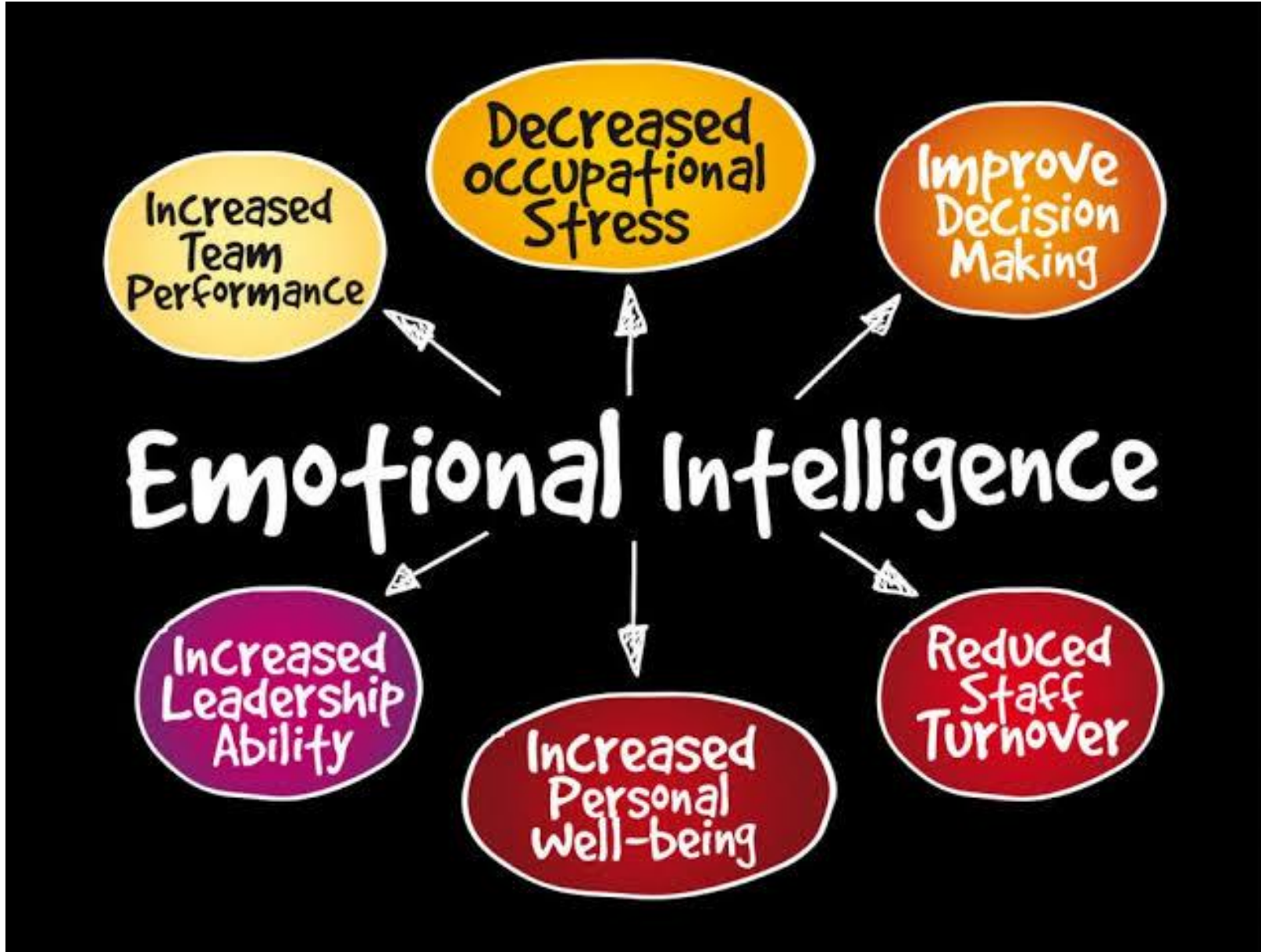
Importance of Emotional Intelligence

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Results of EI



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



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The 18 EI Competencies in 4 Domains

SELF-AWARENESS

- Emotional self-awareness
- Accurate self-assessment
- Self-confidence

SOCIAL AWARENESS

- Empathy
- Organizational awareness
- Service orientation

SELF-MANAGEMENT

- Emotional self-control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

RELATIONSHIP MANAGEMENT

- Developing others
- Inspirational leadership
- Influence
- Change catalyst
- Conflict management
- Teamwork and collaboration

Source: Goleman D, Boyatzis RE, McKee A. Primal Leadership: Learning to Lead with Emotional Intelligence. Harvard Business Press; 2004

NEJM Catalyst (catalyst.nejm.org) © Massachusetts Medical Society

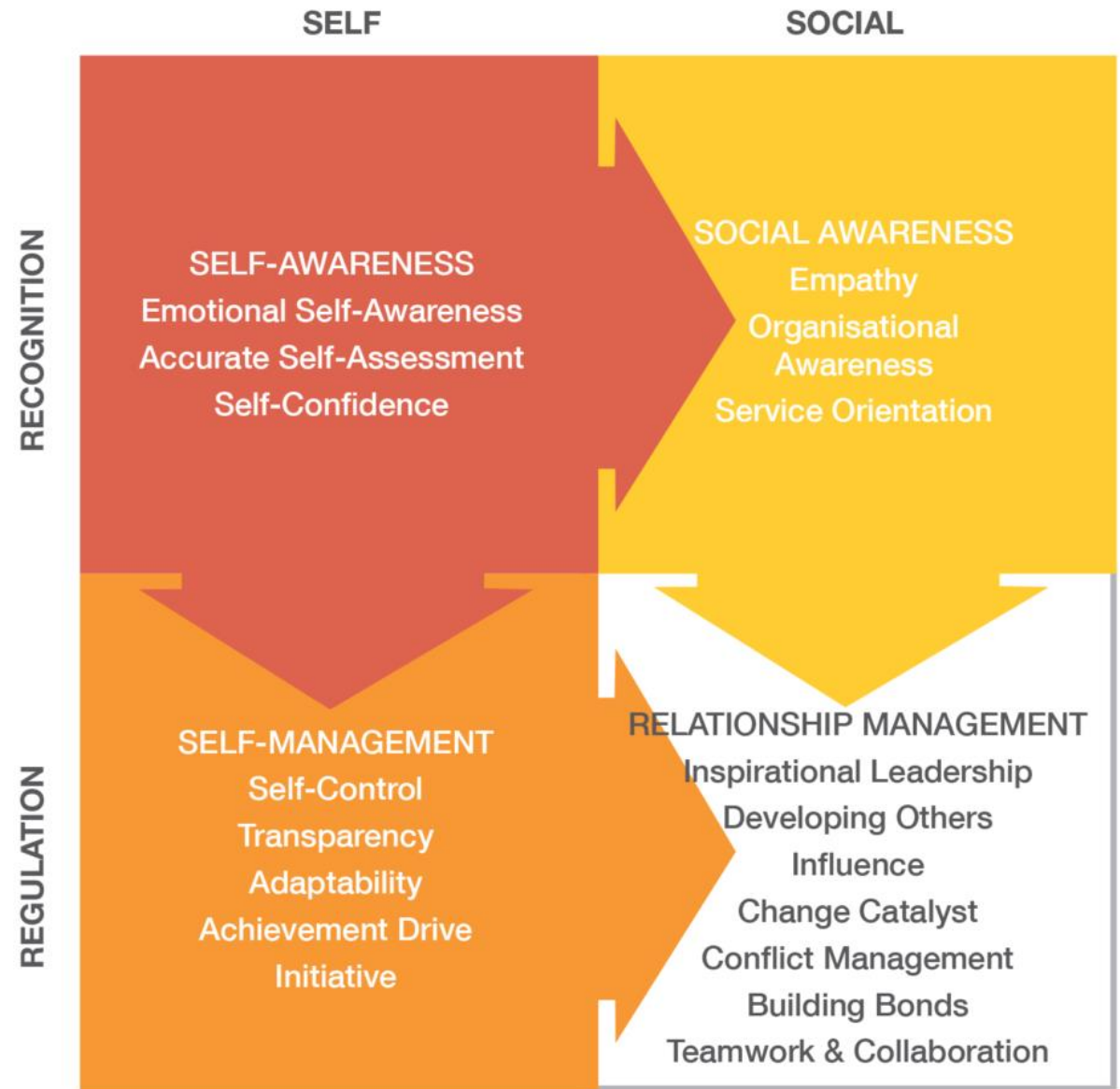


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Goleman's Approach for Cultivating EI Skills – *through learning and practice*

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

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

Leadership Context -1

Six Qualities that make a Leader

Let's understand the case of Lakshmi

Lakshmi is:

- A well-liked manager of a small team
- Kind and Respectful
- Sensitive to the needs of others
- A problem solver
- Tends to see setbacks as opportunities
- Always engaged and is a source of calm to her colleagues

Lakshmi's Immediate Manager feels:

- Lucky to have such an easy direct report to work with
- Often compliments Eswari on her high levels of actions with emotion and understanding

Lakshmi's Feelings:

- Acting with emotions and quick response is one of her strengths
- Feels grateful, owing to this strength, she does not have to specifically work on the leadership development



- However, the senior management thinks that Lakshmi has not been able to demonstrate the kind of performance her organisation is looking for
- **Lakshmi** is stuck in her career!



Uneven Emotional Intelligence Skills

Over focusing on sociability, sensitivity and likability and ignoring or less emphasis on effective leadership skills such as :

- Ability to deliver difficult feedback to employees
- Courage to ruffle feathers
- Driving change
- Creativity to think outside the box

Let's have a snapshot Analysis

Lakshmi's stand point

- An understanding that her employees need emotional support; and she just needs to give that for getting works done.
- Organisation needs to appreciate just that aspect and recognize her for higher responsibilities

Her immediate superior's stand point

- As long as Lakshmi is managing the team, she/he does not have to worry
- Not recognizing the lag in Lakshmi's understanding that
 - Providing work related feedback is also an important aspect of team management
 - Not correlating the lag in the team performance with her leading skills

Organisation / Top Leader Failures

- Not recognizing that employees have to be systematically taught, coached on how to manage teams and results management
- Leaving employees to make their own judgement on how to manage teams and results and blaming for failures without supporting the employees in developing the requisite skills
- Not having systematic processes for performance management and creating a culture in the organization that both task performance and relationship management are of equal importance

Significance of EI for Leadership

- [Bahubali](#)
- [Be a Lion](#)



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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	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

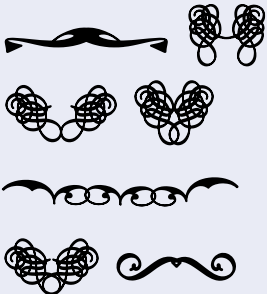
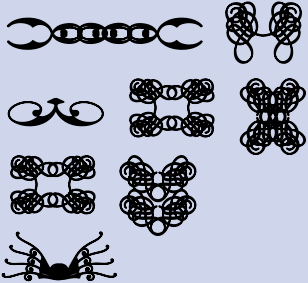
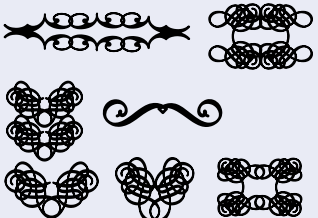


Emotional Competencies for Effective Leadership

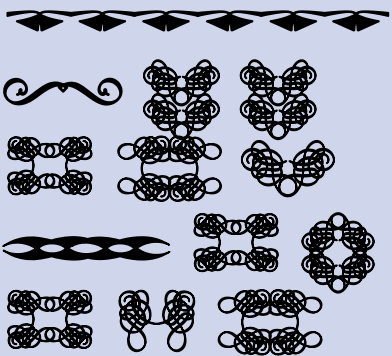
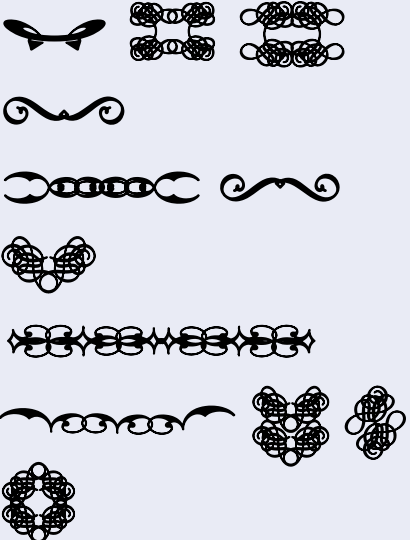
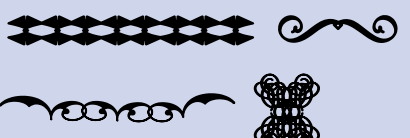
S.No.	Competency	Characteristics
1	Lead Self	Self-motivation, self-regulation, continuous improvement (admit that they are not perfect)
2	Lead Others	Unlock potential of others, their motivation towards organization, spend time, understand, listen, respect expertise, empathy
3	Lead Organizations	Vision,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



Application of EI Skills for realizing the six Leadership Qualities

Leadership Qualities	Application of EI Principles
	<p>To be courageous, even in times of adversity, the leader needs Self-Awareness of ones 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>
	<p>Honest Relationships and Involved Commitment can be built only on the basis of Integrity of the Leader. When the Leader works with hidden agenda, relationship fails</p>

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 had the Positive Outlook that mistakes can be corrected and inspired the team for better attempts. When the team</p>

Building Team Excellence with EI

- Flight of Geese
- Dhoni



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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 organisations
6. EI provides base for building teams of excellence
7. EI contributes to better understanding and synergy



**Thank You
for Your Attention**



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