

Emotional Intelligence for Leaders

Presented by:

Greg Brannan

Deer Oaks EAP Services



Objectives

- Discuss the Importance of Emotional Intelligence as a Leadership Skill
- Gain Insight Into the Connection Between How We Think, How We Feel and How We Act as Managers
- Learn to Use Emotional Self-Management Skills to Minimize Ineffective Leadership Behaviors



“The problem is not with emotionality,
but with the appropriateness of emotion and
its expression. “

Aristotle

The Importance of Emotional Intelligence for Those in Leadership Positions

- More Important for Success than IQ
 - Harvard study
- Managers/Supervisors with Well Developed Emotional Skills are More Likely to be Effective Leaders
 - demonstrate compassion for employees
 - interact effectively with staff (sensitive to their emotional needs)
 - be rational & objective in decision making



Characteristics of Emotional Intelligence

- Emotional Self-Awareness
- The Ability to Rationally Manage Our Own Feelings
 - i.e., think before reacting
- A Tendency to Use Emotions for Self-Motivation
 - i.e., get the butterflies to fly in formation
- The Ability to Recognize and Be Sensitive to Emotions in Others



Problems with Poorly Managed Emotions

- Emotions can be Fickle, Irrational, and Constantly Changing
- Repressed Emotions Can Lead to Illness
- Unconscious Emotions Often Drive Ineffective Behaviors in Leaders - i.e., overreacting to situations; micro-managing employees



Stay Aware of Your Emotional State

- Practice Emotional Self-Awareness
 - what you feel & why you feel it
- Strategies to Remain Aware of Your Emotional State
 - feedback from family and trusted colleagues
- Know Your Behavioral Tendencies During Emotional Times
 - become defensive, micro-manage, etc.



Manage Your Thinking

- The Connection Between Thinking, Feelings, and Behavior
 - sub-conscious beliefs
 - conscious thinking (self-talk)
 - emotions
 - behavior (actions & habits)
- Minimize Worrying
 - research Study
- Practice Replacing Negative Thoughts with More Positive Ones
 - don't allow negative thoughts to flow freely ("don't go there")
 - reframe negative thoughts into something constructive

Don't Overreact in Difficult Situations

- Recognize Physiological & Emotional Reactions to Pressure (Fight or Flight Response)
- Be Aware of the Dynamics of Overreaction
 - underlying issues (feeling threatened)
 - contributing factors (energy level, stress level)
 - button-pushers (difficult people)
- Practice Responding, Instead of Reacting
 - pause to think before speaking when you're feeling emotional
 - intentionally respond more rationally

Skillfully Approach Difficult Conversations

- Step 1 – Recognize the Difficulty of the Situation
 - be aware of your feelings, and the feelings of the employee or colleague
 - be sensitive to the timing of the interaction (choose a different time if necessary)
 - pause to prepare (take a deep breath, etc.)
- Step 2 – Seek First to Understand, Then be Understood (Covey)
 - allow the employee/colleague to speak first (ask questions to engage)
 - seek a win-win outcome



Additional Resources

- Emotional Intelligence – Daniel Goleman
- Mindset; The New Psychology of Success – Carol Dweck
- Crucial Conversations – Kerry Patterson, et all

Presenter Contact Information

Please contact:

Greg Brannan
Director of Business Development & Training
Deer Oaks EAP Services
301-829-0364
gbrannan@deeroaks.com