



# Emotional Intelligence and Leadership

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# Learning Objectives



- What is Emotional Intelligence?
- Forerunners of Emotional Intelligence.
- Dimensions of Emotional Intelligence
- Characteristics of High EQ people
- Relationship with other Constructs



## Definition of EI

**Ability to monitor and regulate one's own  
and others feelings, and use feelings to guide  
thought and action**

## Definition of EI

**the Capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships”.**

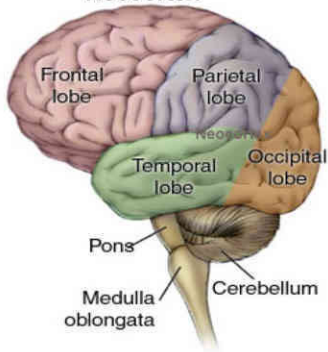
**Goleman, 1998**



# Anatomy of the Brain

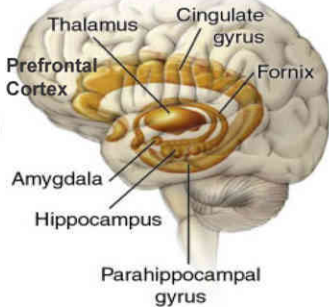
Where IQ Resides:

**Neocortex**



Where EQ Resides:

**Limbic System**



# Effective Vs Successful Activities

Traditional management

Decision making, planning, and controlling

Communications

Exchanging routine information and processing  
paperwork

Human resource management

Motivating, disciplining, managing conflict,  
staffing, and training

Networking

Socializing, politicking, and interacting with others

## Allocation of Time spent in %

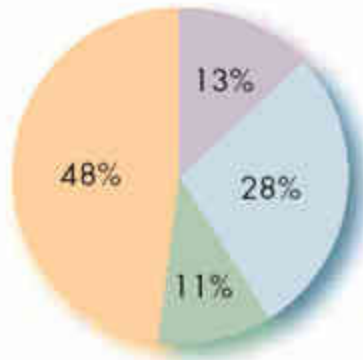
	Average Manager	Successful Manager	Effective Manager
Traditional management	32	13	19
Communications	29	28	44
HRM	20	11	26
Networking	19	48	11

# Allocation of Activates by Time

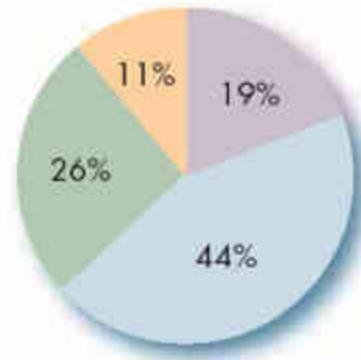
**Average managers**



**Successful managers**

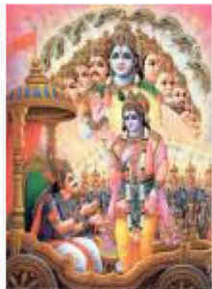
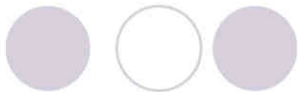
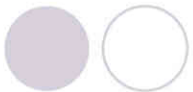


**Effective managers**









## 3 Skills of Managers



- **Technical Skills** : Ability to use knowledge, methods, techniques, and equipments necessary for the performance of specific task.
- **Human Skills**: Ability and judgment in working with and through people.
- **Conceptual Skills**: Ability to understand and diagnose complex situation and plan actions accordingly

# Management Skills at Various Levels of Organization



# Importance

- Selection
- Derailment
- Success



## Selection



- Corporations are increasingly listing EI competencies as a criteria for new hires
  - -National US DOL Survey
- More Cos. are seeking MBAs with EI
  - - Graduate Management Admission Council Survey



## Derailment

- Rigidity, poor relationship and inability to lead teams are most common traits
  - Centre for Creative Leadership Study
- Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a contempt for team work
  - Egon Zehnder Study



## Success

- Longitudinal study of Harvard Graduates and Foreign Service Officers found that test scores on entrance exams did not predict career success
- Hay McBer's study of executives of 15 global organizations including Pepsi, IBM, Volvo found that two third of the competencies deemed essential to success were emotional competencies
- Goleman's analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between a star performer and typical performers

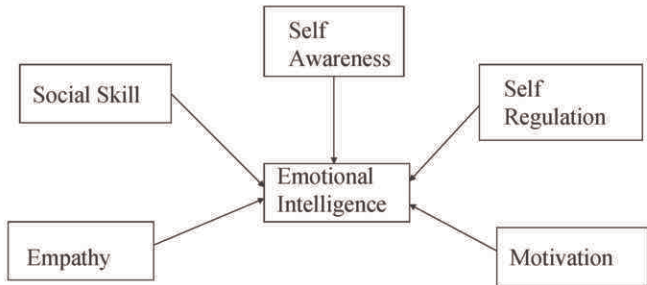




## **Peter Salovey's Conceptualization of EQ**

- 1. Knowing one's own emotions**
- 2. Managing one's emotions**
- 3. Motivating oneself: Controlling impulsiveness**
- 4. Empathy: Recognizing emotions in others**
- 5. Handling relationship**

# Components of Emotional Intelligence







## **Self Awareness**

Emotional Self Awareness  
Accurate Self Assessment  
Self Confidence

## **Social Awareness**

Empathy  
Organizational Awareness  
Service Orientation

## **Self Management**

Emotional Self Control  
Trustworthiness  
Conscientiousness  
Adaptability  
Optimism  
Achievement Orientation  
Initiative

## **Relationship Management**

Developing others  
Influence  
Conflict Management  
Inspirational Leadership  
Change catalyst  
Building bonds  
Team building & Collabo...

# Emotional Competence Framework

- Personal Competence

- These competencies represent how we manage ourselves

- Self Awareness
- Self Regulation
- Motivation

# Emotional Competence Framework

- Social Competence

- These competencies represent how we handle relationship
  - Empathy
  - Social Skills



# Self-Awareness

*"There is only one corner of the universe that you can be certain of improving; and that is our own self." Aldous Huxley*

# 1. Self Awareness



- Knowing one's internal states, preferences, resources, and intuitions
  - Emotional Awareness
    - Recognizing one's emotions and their effects
  - Accurate Self Assessment
    - Knowing one's own strengths and limits
      - We spend too much time trying to remedy our weaknesses rather than building on our strengths



# Self Awareness: Getting In Touch With Your Feelings

**What we think** – our interpretation of events that produces a particular emotional response or thought

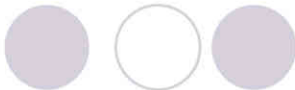
**How our bodies react** – e.g. racing heartbeat, feeling tense



**an emotion -  
not simply an automatic physical response,  
but our interpretation of bodily changes and  
information available to us**

**What we feel** – a label that we use to describe a particular state

**How we behave** – e.g. running away, hitting out or hugging someone.



- **Self- Confidence**

- A strong sense of one's self worth and capabilities
  - Confidence determines choices, efforts, perseverance and resilience
  - Confidence is Self Fulfilling



# Self Management

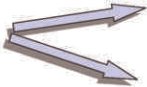
*"There is nothing good or bad but thinking makes it so."*



Shakespeare

# Dynamics of Emotion

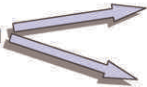
**Activating Event**



Real

Imagined

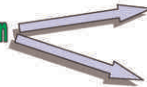
**Belief/Interpretation**



Rational Response

Irrational Response

**Consequences/Reaction**



Evoke Feelings

Leads to Behaviour

## 2. Self Management



- Self Control

- Keeping disruptive emotions and impulses in check

- Marshmallow Study

- 4 years to pick one marshmallow now or 2 after 15 minutes
- Kids who waited did on average 210 points better on the SAT's more than 10 years later

## 2. Self Management



- Trustworthiness

- Maintaining standards of honesty and integrity, acting congruently with one's value
  - Taking responsibility can be hard...
  - CEO of Intel during 1994 Pentium flaw crisis Co. was in denial mode
  - He ultimately took personal responsibility

- Conscientiousness

- Taking responsibility for personal performance



## 2. Self Management



- Adaptability

- Flexibility in handling change

- Carly Fiorina: First woman CEO of HP, First woman to lead Fortune 50 Co. . Led a transformation in HP's culture and structure
    - Darwin: It is not the strongest of the species who survive, nor the most intelligent, but those who are most adaptive to change

- Innovation

- Being comfortable with new ideas , approaches and information



## 2. Self Management

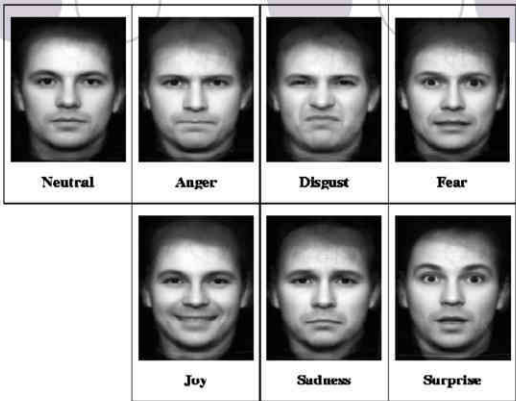


- **Achievement Drive: Meet the standard of excellence**
  - Shridharan of Delhi Metro
  - Lakshmi N. Mittal-Third richest of the World & Richest in Europe
- **Initiative: Ability to identify a problem/opportunity and take action**
  - Bill Gates reluctantly quit HBS programme to start Micosoft
- **Optimism: Persistence in pursuing goals despite setbacks and failures**
  - Harry Potter's author J.K. Rowling was divorced and living on public assistance in tiny apartment in Edinburgh and the first book in the series was rejected by 10 publishers









### 3. Social Awareness

- Empathy



### 3. Social Awareness

*Service orientation:* Anticipating, recognizing, and meeting customers' needs. People with this competence:

- Understand customers' needs and match them to services or products
- Seek ways to increase customers' satisfaction and loyalty
- Gladly offer appropriate assistance
- Grasp a customer's perspective, acting as a trusted advisor



### 3. Social Awareness

*Political awareness:* Reading a group's emotional currents and power relationships. People with this competence:

- Accurately read key power relationships
- Detect crucial social networks
- Understand the forces that shape views and actions of clients, customers, or competitors
- Accurately read situations and organizational and external realities



## 4. Social Skills

*Developing others:* Sensing what others need in order to develop, and bolstering their abilities. People with this competence:

- Acknowledge and reward people's strengths, accomplishments, and development
- Offer useful feedback and identify people's needs for development
- Mentor, give timely coaching, and offer assignments that challenge and grow a person's skills.



## 4. Social Skills

*Influence:* Wielding effective tactics for persuasion. People with this competence:

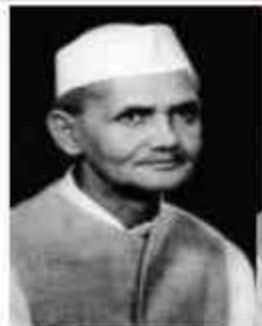
- Are skilled at persuasion
- Fine-tune presentations to appeal to the listener
- Use complex strategies like indirect influence to build consensus and support
- Orchestrate dramatic events to effectively make a point



## 4. Social Skills

*Leadership:* Inspiring and guiding groups and people. People with this competence:

- Articulate and arouse enthusiasm for a shared vision and mission
- Step forward to lead as needed, regardless of position
- Guide the performance of others while holding them accountable
- Lead by example





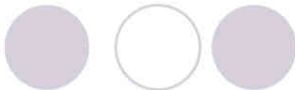
## 4. Social Skills

- Conflict Management



## 4. Social Skills

- Building Bonds



## 4. Social Skills

- Change Catalyst



Bollywood  
SARADA  
PUBLICATIONS



ICC WORLD TWENTY20  
SOUTH AFRICA 2007

EMMAAR



ICC Twenty20

IND

# Three Principles of Learning

- Law of Readiness
- Law of Practice
- Law of Effect

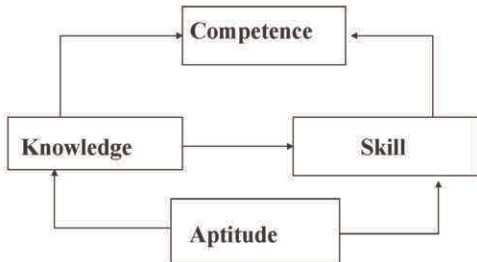


# EI Development



- Assess the job
  - Assess the individual
  - Deliver assessments with care
  - Gauge readiness
  - Motivate
  - Make change self directed
  - Focus on clear and manageable goals
  - Prevent lapse
  - Give Performance feedback
  - Encourage practice
  - Arrange support
  - Provide models
  - Encourage
  - Reinforce change
  - Evaluate
- 

# Competence Framework





## Four Levels of Readiness

- Oblivious: Those who don't see the problem
- Contemplation: See the problem, think of change
- Preparation: Begin focus on change
- Action: Visible change begins





*Questions?*