



Equip to Lead

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Emotional Intelligence

A set of emotional and social skills that *influence* the way you:

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- Perceive and express yourself.
- Cope with challenges.
- Use emotional information in an effective and meaningful way.
- Develop and maintain social relationships.

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Backstory ...

- 1930 - Thorndike
- 1940s - Weschler
- 1950s - Maslow
- 1975 - Gardner
- 1985 - Payne

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Backstory ...

- 1990 - Mayer & Salovey
- 1995 - Goleman
- Bradberry & Greaves

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Emotional Intelligence

- Emotional intelligence does not mean merely “being nice”.
- Women are not “smarter” than men when it comes to EQ.
- Social and emotional abilities were 4x more important than IQ in determining professional success and prestige (Feist & Barron, 1996)

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Self-Awareness

"You cannot tell the truth about others until you tell the truth about yourself"

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Self - Perception

Ability to know and manage yourself.



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Emotional Self-Awareness

The ability to recognize your feelings, differentiate between them, know why you are feeling these feelings, and recognize the impact your feelings have on others around you.

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Self - Regard

Ability to respect and accept yourself essentially the way you are. To have healthy self-regard is to appreciate your negative aspects and limitations and still feel good about yourself. It's knowing your strengths and weaknesses, and liking yourself.

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Self - Actualization

Ability to realize your potential capacities. It is the ability to continually strive for better creating and reaching goals.

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Self - Expression

How you show up and face the world.



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Emotional Expression

Involves openly expressing feelings both verbally and non-verbally.

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Independence

To be self-directed and self-controlled in your thinking and actions and to be free emotional dependency. Independent people are self-reliant in planning and making important decisions.

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Assertiveness

Comprises three basic components (1) the ability to express feeling (2) ability to express beliefs and thoughts openly and (3) ability to stand up for personal rights. Assertive people are not over-controlled or shy.

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Interpersonal

People skills – the ability to get along with others.



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Empathy

Ability to be aware of, understand, and appreciate the feelings and thoughts of others. Empathy is tuning in to what, how and why people feel and think the way they do. It is the ability to see and experience the world from another's perspective.

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Interpersonal Relationships

Ability to establish and maintain mutually satisfying relationships that are characterized by the ability to both give and take in relationships; and where trust and compassion are openly expressed in words and/or by behavior.

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Social Responsibility

The desire and ability to willingly contribute to society, your social group, and generally to the welfare of others. You may not actually benefit, however, are committed to contributing.

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Decision Making



Ability to use your emotions in the best way to help you solve problems and make optimal choices.

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Problem Solving

Ability to find solutions to problems in situations where emotions are involved, and to understand how emotions impact decision making. It is being conscientious, disciplined, methodical and systematic in persevering and approaching problems. It desiring to confront problems versus avoid them.

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Impulse Control

Ability to resist or delay an impulse, drive, or temptation to act. It is avoiding rash behaviors and decision making, being composed, and able to put the brakes on angry, aggressive, hostile, and irresponsible behavior.

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Reality Testing

Ability to assess the correspondence between what's experienced and what objectively exists. Reality testing involves tuning in to the immediate situation.

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Stress Management

Ability to be flexible.



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Flexibility

Ability to adjust your emotions, thoughts, and behavior to changing situations and conditions.

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Optimism

Ability to look at the brighter side of life and to maintain a positive attitude even in the face of adversity. To remain hopeful and resilient, despite occasional setbacks.

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Stress Tolerance

Ability to withstand adverse events and stressful situations without developing physical or emotional symptoms, by actively and positively coping with stress.

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"Aha Moments"



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13 minute Break

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How are you showing up?



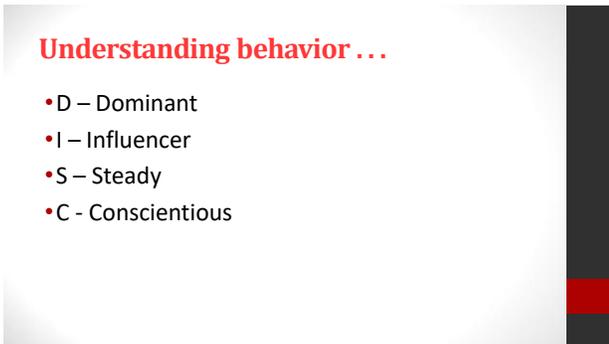
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The Making Of You . . .



- Heredity
- Role Models
- Experiences

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Personality Styles

- Choleric (D)
- Sanguine (I)
- Phlegmatic (S)
- Melancholy (C)

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Personality Profiles



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Choleric (D)

- Direct | Decisive
- High Ego
- Problem Solver
- Risk Taker | Self Starter

37

Sanguine (I)

- Enthusiastic
- Trusting | Optimistic
- Persuasive | Talkative
- Impulsive | Emotional

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Phlegmatic (S)

- Good Listener | Team Player
- Possessive
- Steady | Predictable
- Understanding | Friendly

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Melancholy (C)

- Accurate | Analytical
- Conscientious | Careful
- Fact Finder | Precise
- High Standards | Systematic

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13 minute Break

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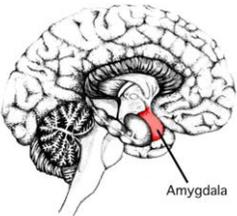
Before we go ...

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5 Top Triggers
In the Workplace

- Condescension and lack of respect.
- Being treated unfairly.
- Being unappreciated.
- Feeling that you're not being listened to or heard.
- Being held to unrealistic deadlines.

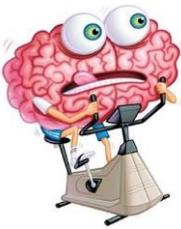
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Don't get jacked!

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Conflict will "hi-jack" you!



- Unmet needs
- Conflict of values
- Depleted reserves

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Breathe ...

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60,000 thoughts ...

- Where have your thoughts taken you over the last two weeks? Were you able to manage them versus them managing you?



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Manage the voices in your head ...

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The Power of Self-Talk

- **Programming** creates beliefs.
- **Beliefs** create attitudes.
- **Attitudes** create feelings.
- **Feelings** create actions.
- **Actions** create results.

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Common thoughts that keep us from showing up great

- Needing approval
- Making mistakes
- Changing others
- Catastrophizing
- Blaming others for our "off game"
- Unrealistic expectations

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Decision Fatigue

Decision Fatigue - Simply put, **decision fatigue** is the deterioration of our ability to make good **decisions** after a long session of **decision** making. In other words, the more **decisions** you need to make, the worse you're going to be at weighing all the options and making an educated, research-backed **choice**.

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35K Decisions

Average number of decisions made per day:
In fact, some sources suggest that the average person makes an eye-popping **35,000** choices per day. Assuming that most people spend around seven hours per day sleeping and thus blissfully choice-free, that makes roughly 2,000 decisions per hour or one decision every two seconds.

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Communication

- Verbal 7%
- Tonality 38%
- Body language 55%

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"The body never lies." ~ Martha Graham
Communication is 7% Verbal | 43% Tonality | 55% Non-Verbal

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In milliseconds ...

- "Because I'm worth it."
- "I'm lovin it."
- "It keeps going and going and going."
- "Taste the rainbow."

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Unconscious bias ...



(or implicit bias) is often defined as prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair.

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The crucial conversation

- Opposing views
- High stakes
- Strong emotions



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Handling conflict...

- Avoid
- Face and handle poorly
- Face and handle effectively

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Sources of conflict...

- Disagreement involving co-workers.
- Feeling overlooked for a promotion.
- Disgruntled about performance evaluation.
- Talking to a team member who is not keeping their commitments.

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Managing conflict...

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- Examine yourself first
- Decide the desired outcome
- Resist giving into ego

Steps to having a crucial conversation

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Start with agreement . . .



- Acknowledge common ground and the fact that the conversation may be difficult.

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Ask for the other person's POV



- People simply want to feel heard.
- Manage your emotions as they share.

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Resist making a comeback ...



- Own your actions.
- Manage your self-talk.
- Be present.

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Now share your side ...



- Tell your story.
- Be clear.
- Be transparent.

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Move forward ...



- Seek common ground.
- Ask what is the bigger picture.

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Keep in touch . . .



- Agree on a follow-up date to assess issue.
- Agree to keep open dialogue.

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Game plan to address conflict

- Agree on the desired outcome.
- Allow the other person to share their POV.
- Intentionally listen.
- Share your POV.
- Decide on common ground.
- Follow-up

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What do you want to experience in 2022?



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Closing thoughts/comments ...

- How has this information been helpful?
- How will you use this information both professionally and personally?
- What have you learned about you?

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Suggested Reading

- Emotional Intelligence 2.0 (Travis Bradberry & Jean Greaves)
- Strengths Finder 2.0 (Tom Rath)
- Mindset The New Psychology of Success How We Can Fulfill Our Potential (Carol S. Dweck, PhD)

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Suggested Reading

- Personality Styles At Work: Making Bad Relationships Good and Good Relationships Better (Robert Bolton & Dorothy Grover Bolton)
- The Leadership Challenge (Kouzes & Posner)

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Suggested Reading

- The Gifts of Imperfection Let Go of Who You Think You're Supposed to Be and Embrace Who You Are (Brene Brown)
- Triggers: Creating Behavior That Lasts – Becoming The Person You Want To Be (Marshall Goldsmith)
