How Boosting Emotional Intelligence Improves Your Leadership Ability

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A leader is a person who has commanding authority or influence of a group or individuals.
Keys to Effective Leadership

Effective leaders:
• Inspire a shared vision
• Care sincerely about others:
  – Their well-being
  – Their personal development
• Enable others to act - Give them the tools and methods to solve the problem
• Empower others and encourage them to be creative and to take initiative.
• Serve as positive role models

The people/children you work with need to trust and have confidence in your skills and direction.

8 Essential Qualities That Define Great Leaders

1. Sincere enthusiasm
2. Integrity
3. Great communication skills
4. Loyalty
5. Decisiveness
6. Open mindedness
7. Empowerment
8. Charisma

The best leaders are well-spoken, approachable and friendly and show sincere care for others.

Three essential competencies

Cognitive Intelligence
Emotional Intelligence
Social Intelligence
THINK
FEEL
ACT
How does this relate to Leadership and Emotional Intelligence?

Interpersonal skills are integral to effective leadership

• Research has shown that it is clear that emotional intelligence is vital for leaders
  – benefits work outcomes
  – improves the climate
  – reduces resistance to change
• EI contributes to one’s ability to nurture positive relationships
• EI enables leaders to make good decisions and act effectively

What is emotional intelligence?

• The ability to:
  – perceive emotions in oneself and others accurately
  – understand emotions, emotional language, and the signals conveyed by emotions
  – use emotions to facilitate thinking
  – manage emotions so as to attain specific goals

J.D. Mayer & P. Salovey
The history of Emotional Intelligence

- **1930s** - Edward Thorndike described the concept of social intelligence as the ability to get along with other people by being able to understand the internal states, motives and behaviors of oneself and others.
- **1940s** – David Wechsler developed the concept of non-cognitive intelligence stating that it is essential for success in life.
- **1950s** – Humanistic Psychologist Abraham Maslow suggested that people can build emotional strength.
- **1975** - Howard Gardner introduced the concept of multiple Intelligences - Interpersonal and Intrapersonal Intelligence and said it is as important as IQ.
- **1987** – In an article published in Mensa Magazine, Keith Beasley used the term “emotional quotient.” It has been suggested that this is the first published use of the term.
- **1995** - The concept of EI got popularized after the publication on Daniel Goleman’s book — Emotional Intelligence: Why It can Matter More than IQ.

**Mayer & Salovey’s Ability Model**

4 inter-related abilities

- Perceiving Emotions
- Facilitating Thought
- Understanding Emotions
- Managing Emotions

(Mayer & Salovey, 1997; Salovey & Mayer, 1990)

**Five domains of Emotional Intelligence**

1. Know your emotions
2. Manage your emotions
3. Manage your relationships
4. Recognize & understand other people's emotions
5. Manage relationships (with other's emotions)

Daniel Goleman, 1995
Developing Emotional Intelligence components

Self-Awareness

Emotional Self-Management

Social Awareness

Relationship Management

What are emotions?

- Emotions are signals about relationships and related actions
- Each emotion means something different and operates in a particular way
- Each emotion has its own function and set of moves
- Provide a strong impulse to take action

Basic emotions--presumed to be hard wired and physiologically distinctive

- Joy
- Surprise
- Sadness
- Anger
- Fear
- Disgust
Understanding emotions

- Recognize what events are likely to trigger different emotions
- Know that emotions can combine to form complex blends of feelings
- Realize that emotions can progress over time and transition from one to another
- Develop an emotional vocabulary for greater precision in describing feelings and blends of feelings

Reading emotions across cultures

- We all use facial expressions as tools for social communication
- Culture influences our perception of emotions in various subtle ways
- An awareness of these cultural influences may improve the accuracy with which we decode emotions during our interactions with people from other cultures
- Americans are very open with their emotions, and thus, with their facial expressions
- Smiling is more often used in some countries as a way to express respect during a conversation rather than to outwardly express one’s internal emotions

Goleman’s Competencies Model

- Self awareness: Emotional self-awareness, Accurate self-assessment
- Self control: Trustworthiness, Conscientiousness, Adaptability, Initiative
- Social awareness: Empathy
- Relationship management: Influence, Leadership, Developing others, Building bonds, Collaboration, Teamwork
The link between Emotional Intelligence and transformational leadership

Model of Emotional intelligence and transformational leadership

Why are these competencies especially important?
Leaders possessing emotional intelligence

1. Are Compassionate
2. Are Effective Communicators
3. Are Self-Aware
4. Are Authentic
5. Possess Self-Respect and respect for others abilities
6. Lead With Heart
7. Have a Sense of Humor
8. Are Confident
9. Are intuitive
10. Are Creative

“10 Reasons Why Emotional Intelligence is Critical for Leaders,” by Tracy Crossley, Huffington Post, March 2, 2018

• Emotional intelligence and the ability to:
  – Recognize and manage your feelings
  – Perform well and consistently in a range of situations and when under pressure
  – Be aware of the needs and feelings of others and to use this awareness effectively to arrive at decisions that impact them
  – Persuade others to change their viewpoint on a problem, issue or decision
  – Use and trust your insight to arrive at and implement decisions when faced with ambiguous or incomplete information
  – Act consistently and in line with understood ethical requirements

Can Emotional Intelligence be learned?

• Building one’s emotional intelligence cannot-will not-happen without sincere desire and concerted effort.
  – Must break old behavioral habits and establish new ones
  – You need:
    • to be motivated to change,
    • Practice
    • feedback from others
Keys to learning emotional intelligence

• Developing the ability to:
  – deal with one’s own negative emotions
  – stay cool under pressure
  – stay proactive, not reactive in the face of a difficult person
  – be assertive and express difficult emotions when necessary
  – express intimate emotions in close, personal relationships

Strategies for Promoting Emotional Intelligence

- Taking the time to reflect
- Recognizing and naming emotions
- Understanding the causes of feelings
- Differentiating between emotion and the need to take action
- Managing anger through learned behavior or distraction techniques
- Listening for the lessons of feelings
- Developing listening skills

How can you increase self awareness?

“Step Outside Yourself!”

• Listen to your emotions carefully
• Watch your responses consistently
• Learn to understand your impulses
• Track tendencies in emotionally charged situations
• Learn how your emotions are affected by different people and situations
• Understand what it is about the person or situation that elicits your reaction/response
Increasing self management skills

- Take time to analyze and “problem solve” before responding to significant challenges!
- Learn to “catch” your emotions before they initiate!
- Plan & prepare for difficult situations
- Discipline yourself!
- Learn to reshape & direct your reactions!

Increasing social awareness

Empathize!

- Focus and maximize your powers of observation of emotions, actions and reactions of others
- Ask, listen and learn what other people are feeling
- Look into and understand the perspectives and sensibilities of others
- Determine the factors that influence others positively & negatively

Increasing relationship management

- Take feedback well
  - Receiving critical feedback is not easy for most of us.
- Acknowledge the Other Person’s Feelings
  - When you know someone is experiencing strong emotions
    - acknowledge their feelings in a positive way, and
    - ask how you can help.
- Offer a “Fix-it” Statement During a Conflict
  - Conversations about conflict or other difficult situations have a bad tendency to turn into blame games
Social skills can be considered the final piece of the emotional intelligence ‘jigsaw’

What are social skills?

“Social and emotional learning (SEL) is the process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.”

Acknowledging your strengths and weaknesses without judgment is a key sign of emotional intelligence.
What are your strengths?

Emotional intelligence requires you to take 100% responsibility for the outcome of all your actions

Focus on changing yourself and not the other person

Emotional intelligence and resilience

- EI and resilience in stressful circumstances
  - You will be able to cope better with the emotional demands of stressful encounters
  - You are able to accurately perceive and appraise their emotions
  - You will be able to help the child express their feelings
  - You will be able to effectively regulate their mood states
- Resilient individuals have:
  - optimistic, and energetic approaches to life
  - are curious and open to new experiences
  - are characterized by high positive emotionality
26 percent of American children will have experienced at least one serious traumatic event before reaching the age of four.

The Devereux Adult Resilience Survey (DARS)

Relationships
1. I have good friends who support me.
2. I feel a mentor or someone who shares the way.
3. I feel supported by others.
4. I feel loved, cared for.

Internal Beliefs
1. I am not an unimportant factor in the family.
2. My parents struggle.
3. I am strong.
4. I am alone.
5. I can help.
6. I can be happy.

Self-Control
1. I am able to say "no."
2. I can control my temper.
3. I can be calm.
4. I can control my actions.

The Devereux Resilient Leadership Survey (DERLS)

https://www.centerforresilientchildren.org

Relationships
1. I feel supported by the staff.
2. I feel safe as the staff go about their tasks.
3. I feel respected by the staff.
4. I feel like the staff are there for me.

Initiative
1. I am able to take the initiative.
2. I am able to work on my own.
3. I am able to work on my own.
4. I am able to work on my own.

Self-Control
1. I am able to control my temper.
2. I am able to control my emotions.
3. I am able to control my actions.
4. I am able to control my actions.
Emotional Intelligence and conflict management

How will EI help you to understand, prevent and respond effectively to a child’s challenging behavior?

The importance of preventing challenging behavior

Effective teachers spend more time promoting appropriate behavior than responding to inappropriate behavior.
Prevention often involves change

- Change can be hard for many people
- Your ability to support your staff through change requires you to utilize your emotional intelligence
  - Be aware of the needs and feelings of others
  - Use this awareness effectively to arrive at decisions that impact them
  - Persuade them to believe in the need for change

Understanding yourself and the child

- Emotional Intelligence is the ability to understand your emotional make-up and the emotional make-up of others in order to make good decisions and act effectively

What happens to your Emotional Intelligence when challenging behavior occurs
**Amygdala Hijack**

- Neocortex left prefrontal lobe → Considered, controlled response
- Thalamus → Amygdala → Hijacked physiological uncontrolled response
- Senses perceive stimulus

**Out of control emotions**
- Impair reasoning (even smart people sometimes act stupidly)
- Can result in not choosing the best response
- May increase the likelihood of escalating the child’s behavior

**Responding effectively**
- Self-management
  - Self regulation
  - Self awareness
  - Empathy
  - Adaptability/social skills
  - Motivation
## Integrative-Model Approach to Emotional Intelligence

<table>
<thead>
<tr>
<th>Emotional abilities</th>
<th>Examples of Specific Areas</th>
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</thead>
<tbody>
<tr>
<td>Perception and Expression of Emotion</td>
<td>The ability to identify and express one’s own and other’s emotions.</td>
</tr>
<tr>
<td>Assimilating Emotion in Thought</td>
<td>The ability to use emotions to prioritize thinking in productive ways and use emotions as aids to judgment and memory</td>
</tr>
<tr>
<td>Understanding and Analyzing Emotion</td>
<td>The ability to label emotions, and recognize the feelings they generate Understanding how emotions affect relationships</td>
</tr>
<tr>
<td>Reflective Regulation of Emotion</td>
<td>Being open to feelings and able to reflectively monitor and regulate emotions to promote emotional and intellectual growth</td>
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### Summary

- Emotional intelligence will enable you to:
  - Create an atmosphere of trust
  - Inspire a shared vision
  - Understand the teacher’s and family’s reality
  - Communicate effectively with the child and his/her family
  - Provide physical, emotional and informational support
  - Create a team that works together
  - Enhance the children’s, the educators’ and family’s ability to succeed

When you have the ability to understand and manage your own and other’s emotions you have an unparalleled opportunity to make a difference in children’s lives

Thank you

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