



*The University of Texas at Austin  
McCombs School of Business*

*presented by:*

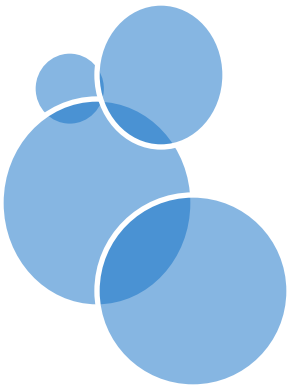
***Nancy Schill, M.A., CPC***

*Founder, Executive Intelligent Coaching*

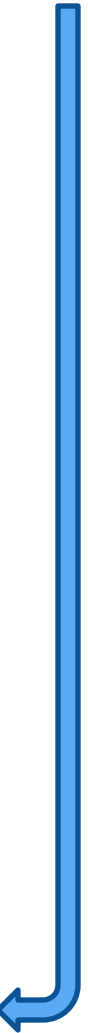
## Emotional Intelligence: Strengthening Leadership with Skills

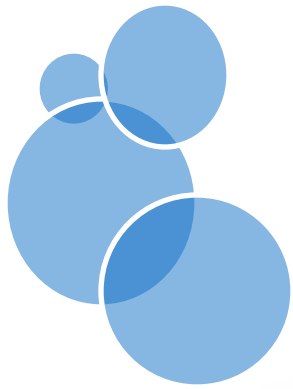
November 17, 2011



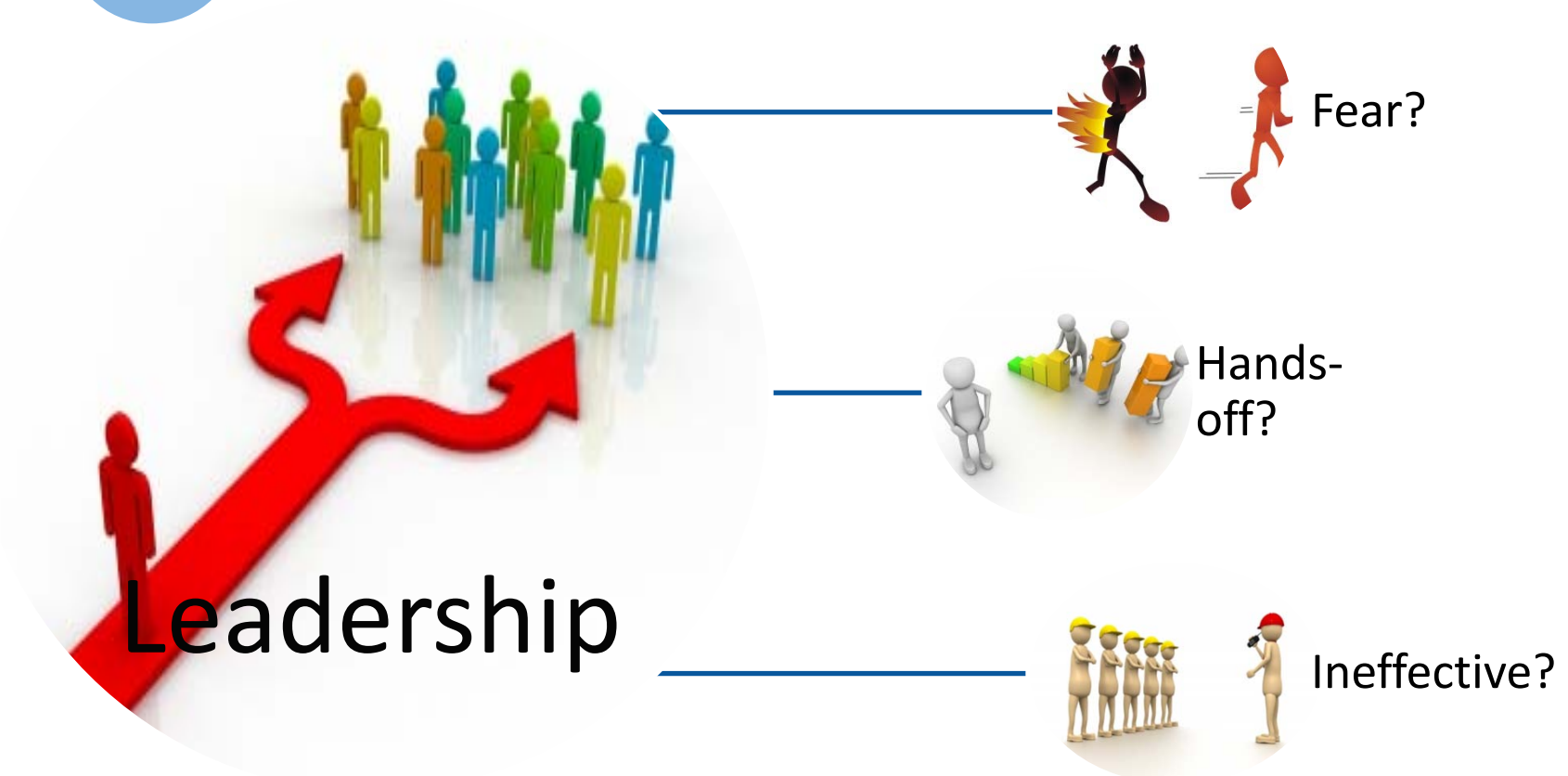


# *Leadership*

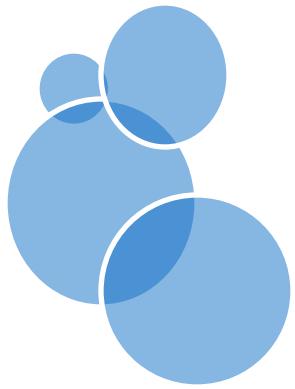




# Concept of leadership



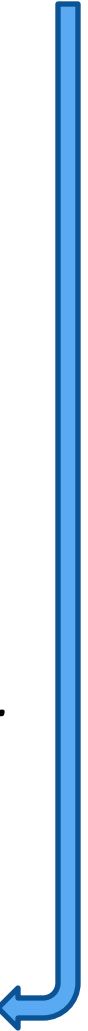
Images by renjith krishnan



*Leadership is...*

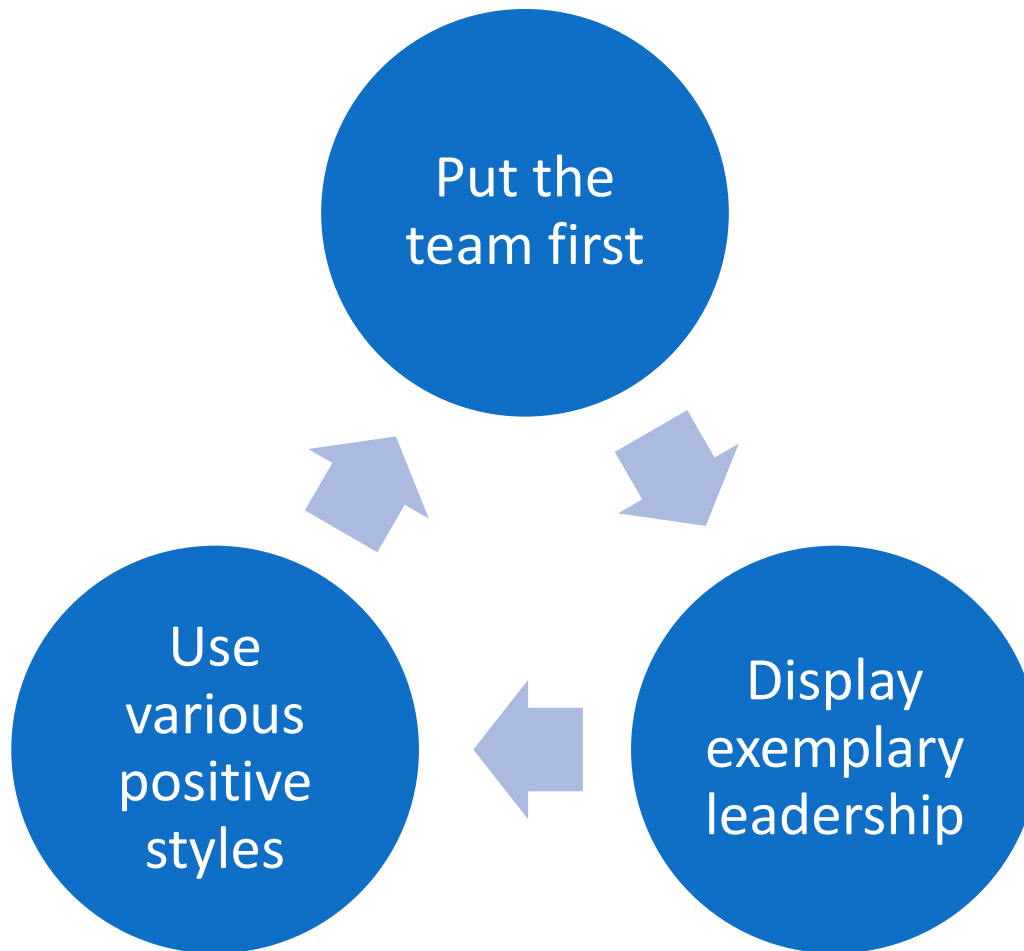
***LEADERSHIP*** is ultimately about creating a way for people to contribute to making something extraordinary happen.

***Alan Keith, Chief Administrative Officer, Lucas Digital Ltd.***





# *Framework for Leadership*





## *Research on impact of leadership*

Upon examining the affect of different leadership styles on organizational climates, and the resulting financial impact  
(like on sales, growth, efficiency, and profitability)

*“... leaders who used styles with a positive emotional impact saw decidedly better financial returns than those who did not.”*

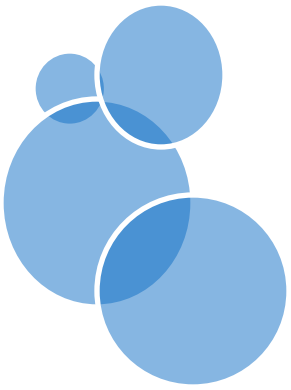


## *What effective leaders do*

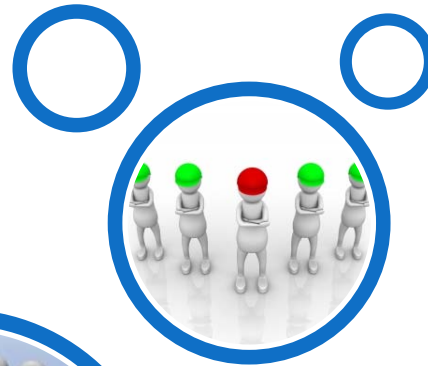
### **5 Practices of Exemplary Leadership:**

- Model the Way.
- Inspired a Shared Vision.
- Challenge the Process.
- Enable Others to Act.
- Encourage the Heart.

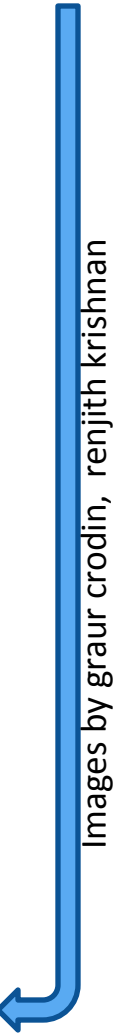
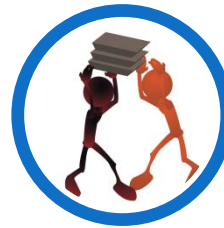
*The Leadership Challenge, Kouzes and Posner*



# Influence

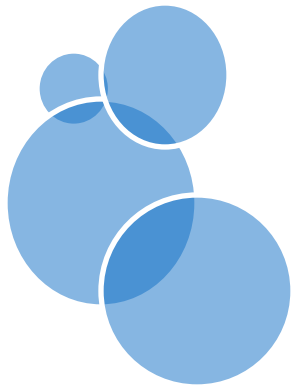


# Trust



Images by graur crodin, renjith krishnan



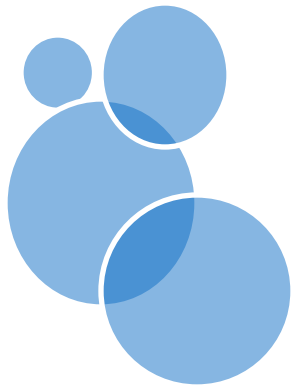


## *(mis)Perception - leaders pitfall*

“The results of this study demonstrate that higher-level employees are more likely to have an inflated view of their emotional intelligence competencies **and** less congruence with the perceptions of others who work with them often and know them well [compared with] than lower-level employees.”

*Sala, 2001*

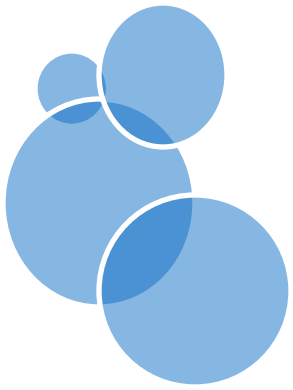




## *Emotional intelligence?*

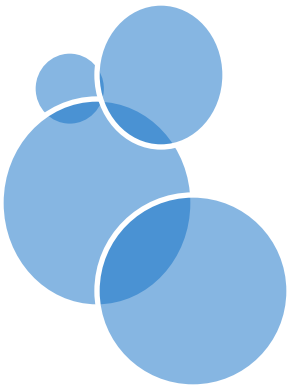
A Wells Fargo, foreclosure executive, brought her family – *into Bernie Madoff's \$12 M Malibu beach mansion and hosted parties there.*

A high school assistant principle in Tampa, came up with a new way to handle under performing students – *he had them take a shoe off and he popped their toes.*



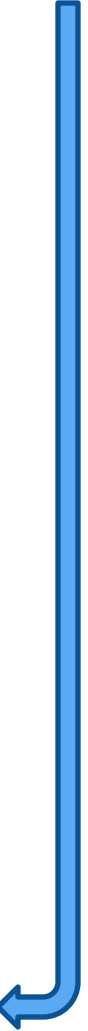
*Image by tungphoto*

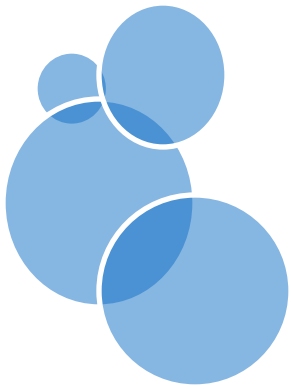




## *A Top Leader*

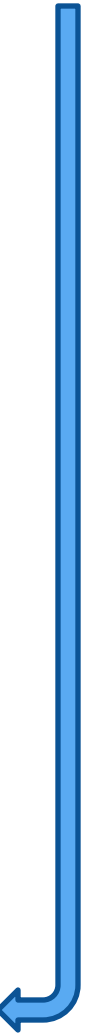
Emotional Intelligence video

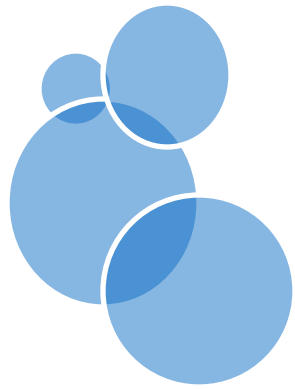




## ***Emotional Intelligence (EI) is***

- “an array of noncognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”  
*Reuven Bar-On*
- “ the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.” *Daniel Goleman*





# ***Emotional Intelligence in a nutshell***

Various skills reflecting:

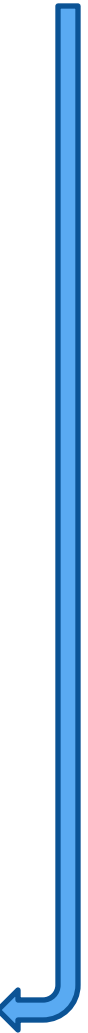
**SELF-AWARENESS**

**SELF-MANAGEMENT**

**SOCIAL AWARENESS**

**RELATIONSHIP MANAGEMENT**

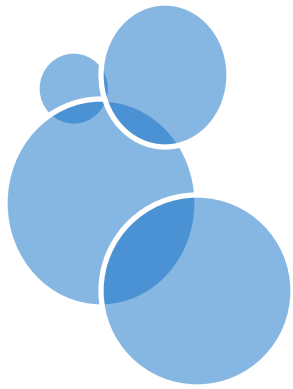
- El **can be** learned and improved
- El **tends to** increase with maturity
- El *does not* mean “being nice”
- El *does not* give free reign to *feelings*





## ***EI Skills – Leaders' Toolkit***

- self-confidence (SeA)
- emotional self-awareness (SeA)
- transparency (SeM)
- empathy (SoA)
- inspirational leadership (RM)
- developing others (RM)
- teamwork and collaboration (RM)
- conflict management (RM)
- influence (RM)



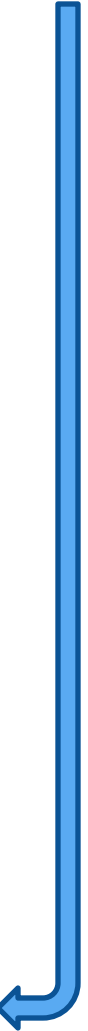
# ***EI Skills for Focus***

**EMOTIONAL SELF-AWARENESS**

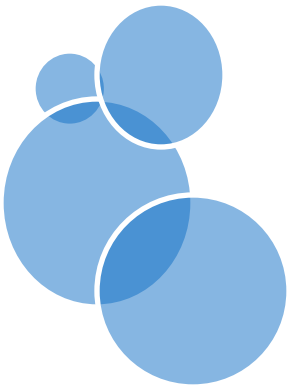
**TRANSPARENCY**

**EMPATHY**

**INSPIRATIONAL LEADERSHIP**

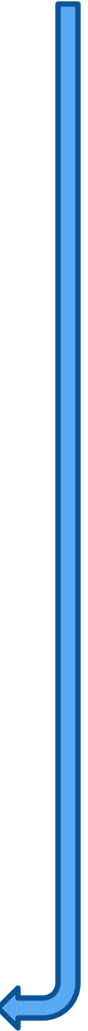


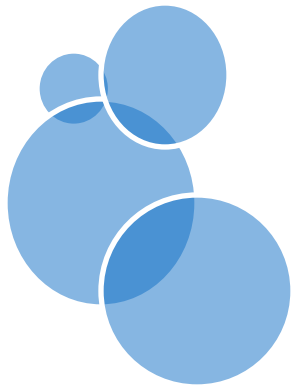




*Example is not the main thing in  
influencing others, it is the only thing.*

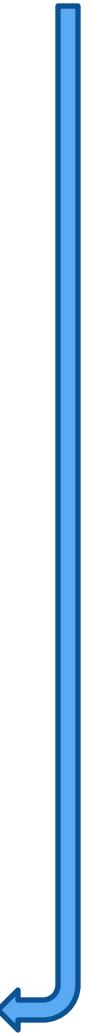
Albert Schweitzer

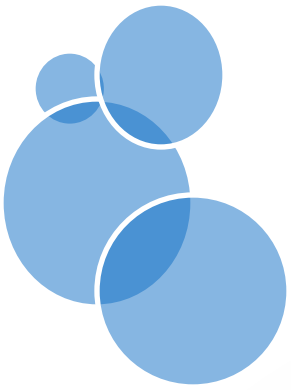




## ***Leadership case for EI***

- A study of PepsiCo executives with high Emotional Intelligence outperformed peers by ~35%. McClelland, '98 *Psychological Sciences*
- Fundamental elements of Emotional Intelligence such as: self-awareness, self-regulation, motivation, empathy, and social skills, support the skills that account for 76% of the effectiveness of leading managers. Goleman, '98 *Working with Emotional Intelligence*
- Self-awareness of leadership abilities leads to better financial performance. Harter, '99 Dissertation, Case Western Reserve Univ.
- In a study of 12,000 managers and executives, it was found that 80% of star performers' competencies were related to Emotional Intelligence. Boyatzis, Weatherford School of Management





**Identify  
top skills  
for success**

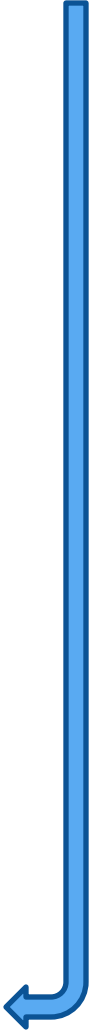
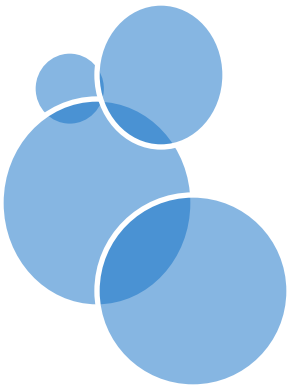
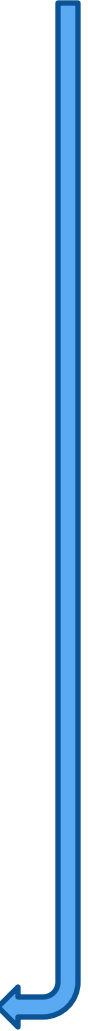


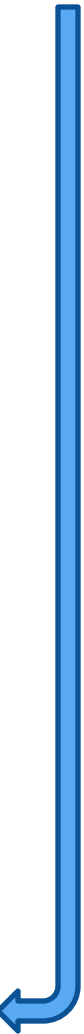
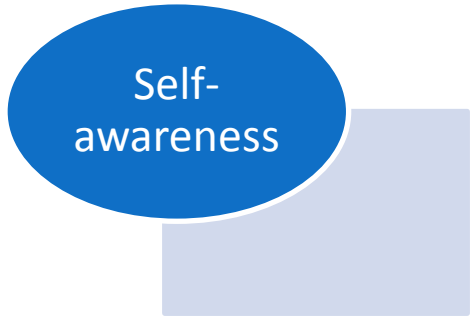
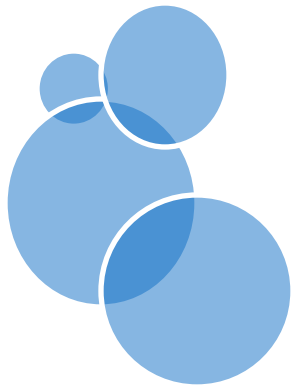
Image by renjith krishnan

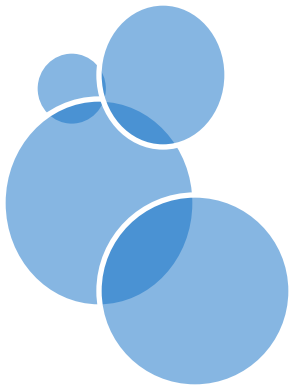


**Practice  
emotional  
intelligence  
skills**



# Next Steps





## *Contact for Questions*

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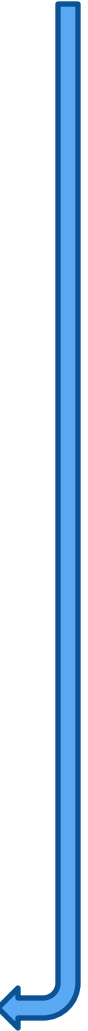
**512.947.5447**

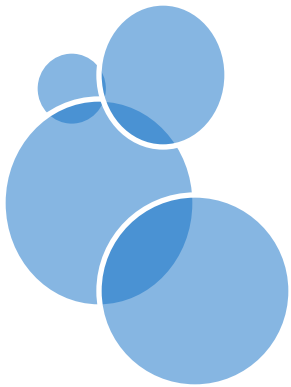
Blog:

<http://blog.ExecutiveIntelligentCoaching.com>

Website:

[www.ExecutiveIntelligentCoaching.com](http://www.ExecutiveIntelligentCoaching.com)





*Thank You!*

The recording of today's presentation, along with the PowerPoint slides, will be available on our Career Programming Web page by next week:

<http://www.mcombs.utexas.edu/Alumni/Career.aspx>

