Emotional Intelligence: Strengthening Leadership with Skills

November 17, 2011

presented by:
Nancy Schill, M.A., CPC
Founder, Executive Intelligent Coaching

The University of Texas at Austin
McCombs School of Business
Leadership

Goal

Focus

Knowledge

Practice

©Copyright Executive Intelligent Coaching 2011
Concept of leadership

Leadership

Fear?

Hands-off?

Ineffective?
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.

©Copyright Executive Intelligent Coaching 2011
Framework for Leadership

- Put the team first
- Use various positive styles
- Display exemplary 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

©Copyright Executive Intelligent Coaching 2010-11
Influence  Trust
“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
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.*
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**
- **Social Awareness**
- **Self-Management**
- **Relationship Management**

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

©Copyright Executive Intelligent Coaching 2011
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)

©Copyright Executive Intelligent Coaching 2011
EI Skills for Focus

EMOTIONAL SELF-AWARENESS

TRANSPARENCY

EMPATHY

INSPIRATIONAL LEADERSHIP

©Copyright Executive Intelligent Coaching 2011
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


- 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
Practice emotional intelligence skills
Next Steps

Self-awareness

Leadership skills
- Learn more about EI
- Practice, practice
- Observe EI actions
- Focused development

Follow-up actions from today
- Ideal leader
- Communication challenges
Contact for Questions

Nancy Schill
Founder, Executive Intelligent Coaching

nschill@ExecutiveIntelligentCoaching.com
512.947.5447

Blog:
http://blog.ExecutiveIntelligentCoaching.com
Website:
www.ExecutiveIntelligentCoaching.com

©Copyright Executive Intelligent Coaching 2011
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.mccombs.utexas.edu/Alumni/Career.aspx