MD Anderson
Leadership Institute

Leading with Emotional Intelligence

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Making Cancer History®

Your Role Model

Think of a leader, in your current work environment, who demonstrated Emotional Intelligence during a particular situation.

Imagine him or her during that situation and think of 4 to 5 adjectives that describe what he or she did exactly – his or her behaviors, abilities, skills, and style.

Now do the same for someone who did not demonstrate emotional intelligence during a particular situation.

What is Emotional Intelligence?

"The capacity for recognizing our own feelings and those of others; for motivating ourselves, for managing emotions well in ourselves and in our relationships."

- Daniel Goleman

What does Emotional Intelligence Predict?

Managers/Leaders
Have greater sensitivity and empathy
Rated as more effective by direct reports
Receive greater performance ratings
Create a more positive work environment

Teams
Have better cohesion
Perform more effectively
Are more satisfied with team communication
Receive more social support from team members

Arraoz, C.F. Great People Decisions, 2007, Wiley and Sons. p. 133

Approaches to Emotional Intelligence
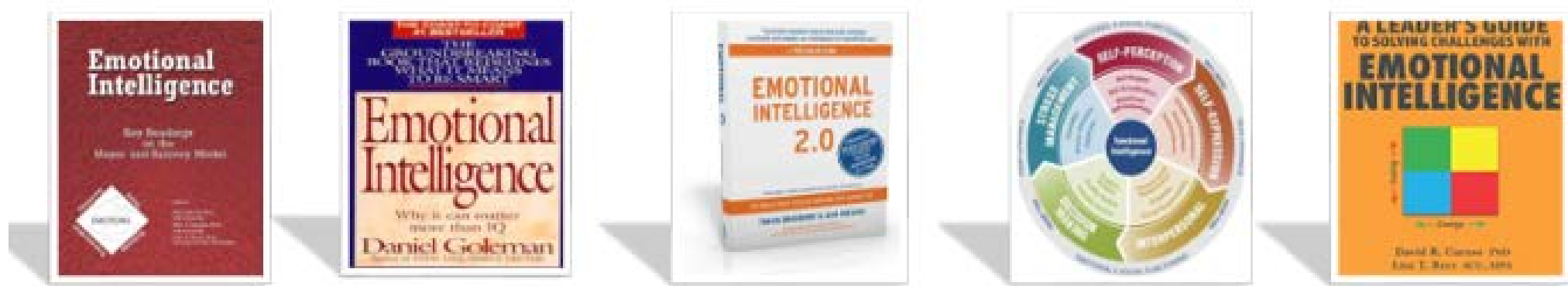
- 1990 Mayer and Salovey defined EI

- 1995 Goleman- Started the conversation

- EI 2.0-(Self-Awareness, Self- Management, Social Awareness, Relationship Management)

- EQ-I 2.0 Model (Self-Perception, Stress Management, Decision Making, Self-Expression, Interpersonal)

- Leader's Guide: EI- Framework (Perceive/Map, Match/Use, Manage/Move, Understand/Meaning)

How EI Drives Performance
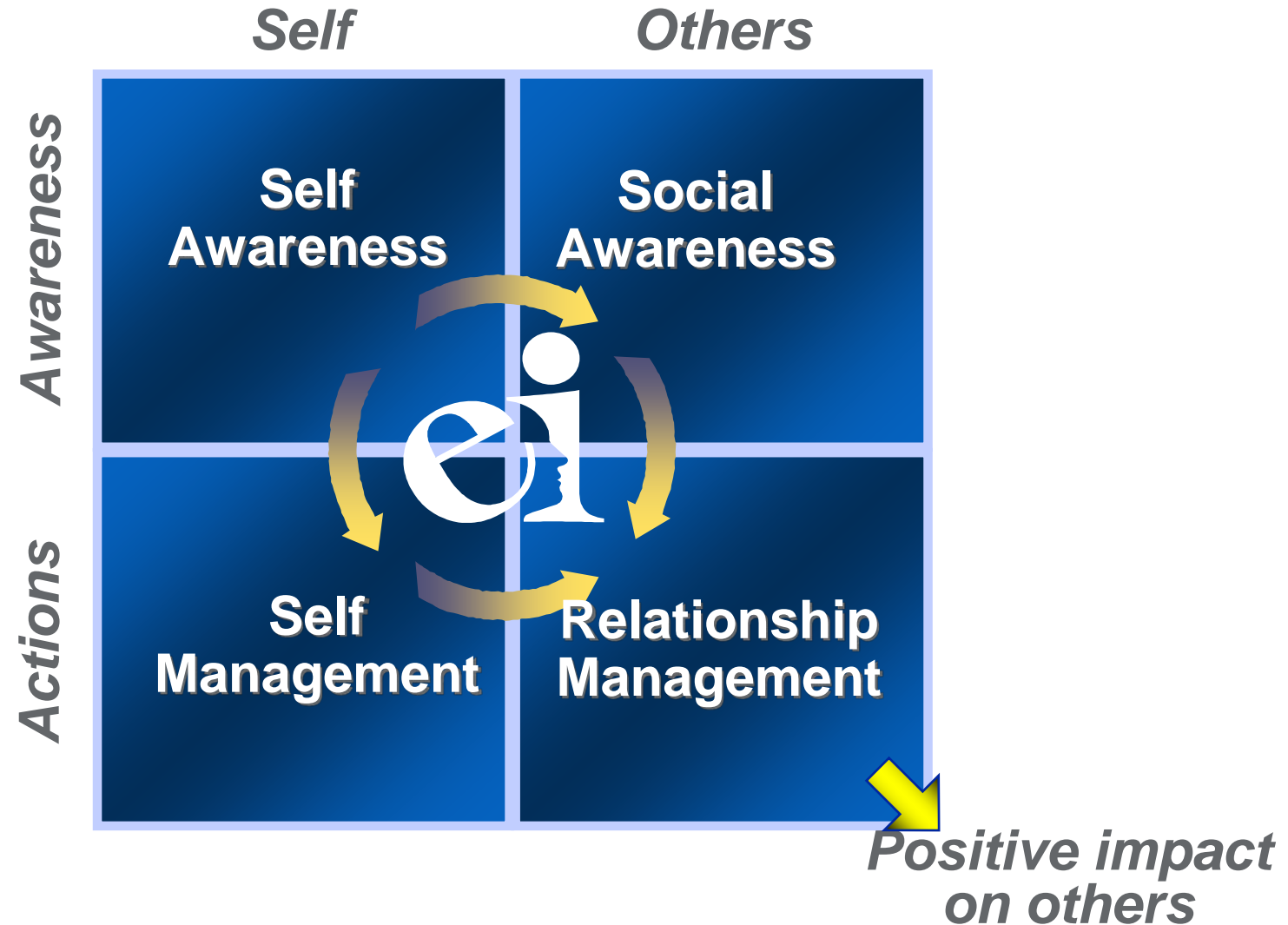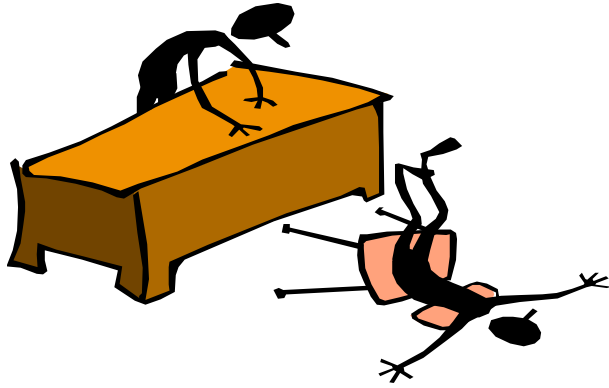
Linking the EI Competency Model to EQ-i

Self-Awareness

Self-Management

Social Awareness

Relationship Management
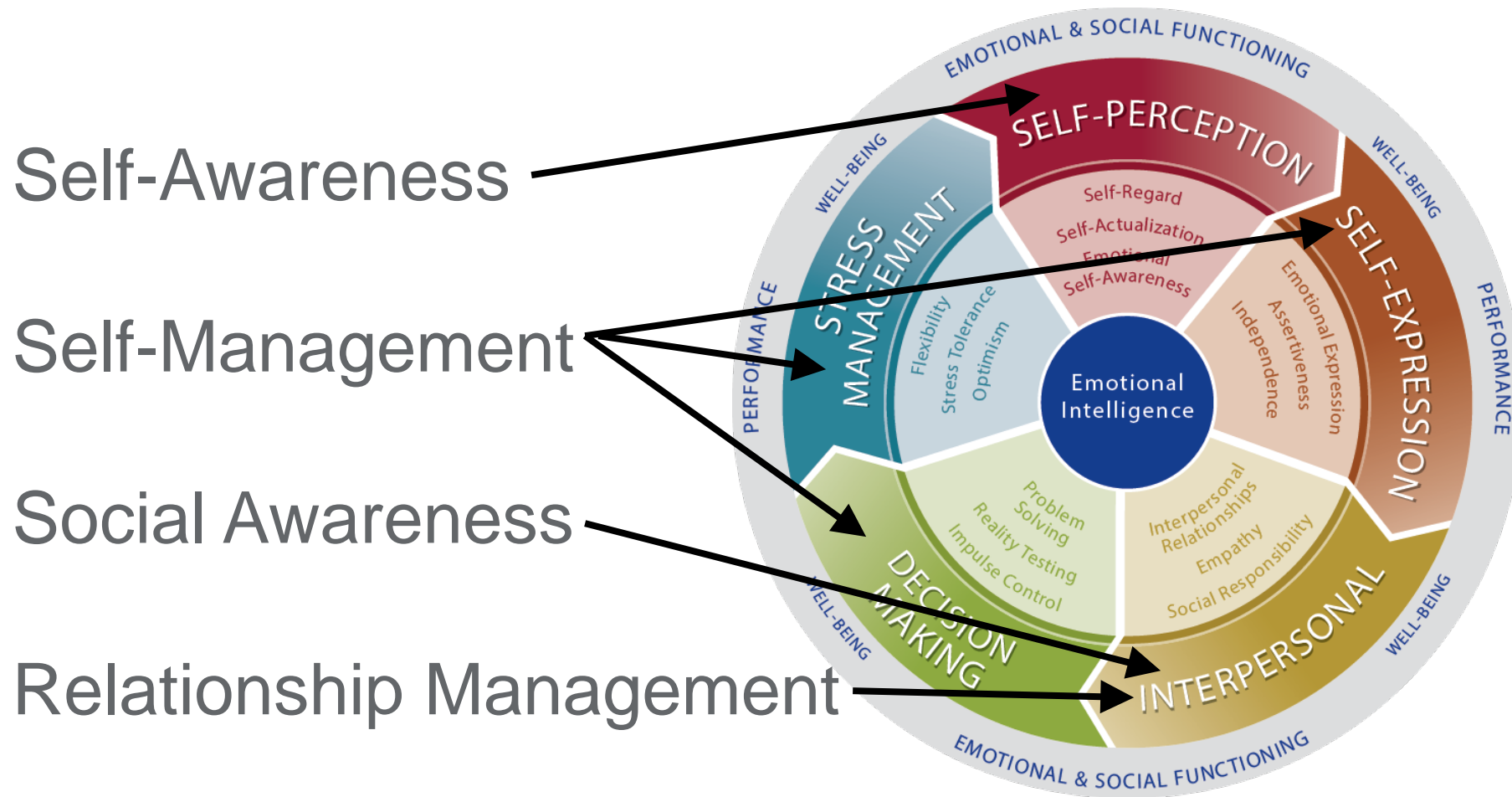
Assessments
Time for Feedback

Dealing with S.A.R.A.H.

Shock

Anger

Rejection

Acceptance

Help

Top 5 Reactions to Negative Results

- "This must be somebody else's report!"

- "I must have inverted the scale."

- "My job makes me act this way, I'm really not like this …"

- "All my strengths are right, but my weaknesses are wrong."

- "This may have been true in the past, but I've changed since then!"

EQi 2.0 Overview

"Emotional Intelligence is a set of emotional and social skills that collectively establish how well we: perceive and express ourselves; develop and maintain social relationships; cope with challenges; use emotional information in an effective and meaningful way."

– Multi-Health Systems EI Definition

- Self assessment
    - Total EI score
    - 5 composite scales
    - 15 subscales
    - Well-Being indicator

The EQ-i 2.0 Model

© Multi-Health Systems Inc.

EQi 2.0 Scales Review

Self-Perception
- Self-Regard
- Self-Actualization
- Emotional Self-Awareness

Interpersonal
- Interpersonal Relationships
- Empathy
- Social Responsibility

Stress Management
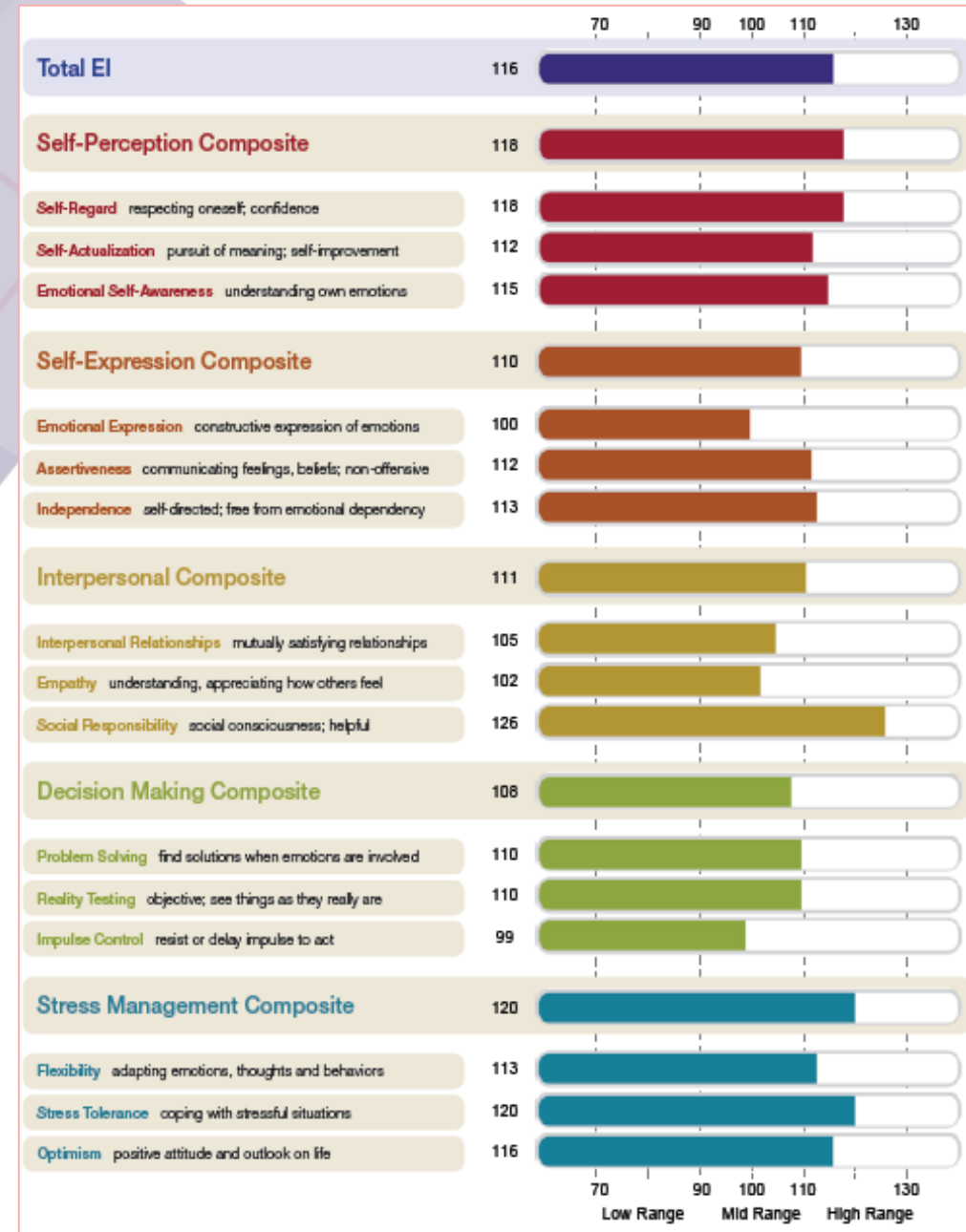- Flexibility
- Stress Tolerance
- Optimism

Self-Expression
- Emotional Expression
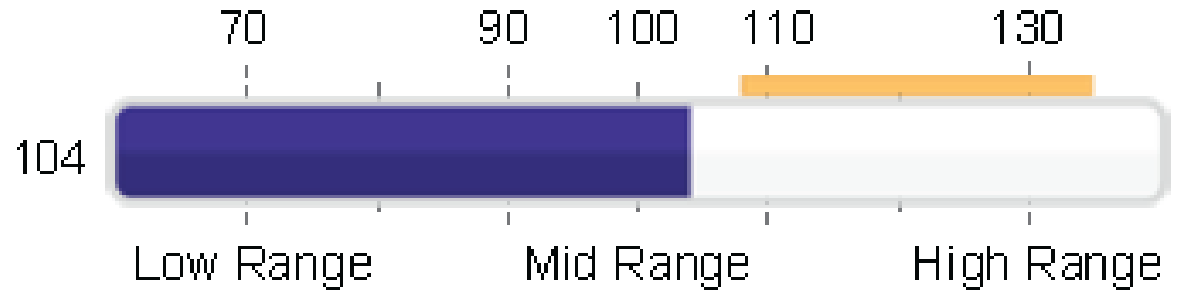- Assertiveness
- Independence

Decision Making
- Problem Solving
- Reality Testing
- Impulse Control

Happiness

Scale	Score
Total EI	116
Self-Perception Composite	118
Self-Regard — respecting oneself; confidence	118
Self-Actualization — pursuit of meaning; self-improvement	112
Emotional Self-Awareness — understanding own emotions	115
Self-Expression Composite	110
Emotional Expression — constructive expression of emotions	100
Assertiveness — communicating feelings, beliefs; non-offensive	112
Independence — self-directed; free from emotional dependency	113
Interpersonal Composite	111
Interpersonal Relationships — mutually satisfying relationships	105
Empathy — understanding, appreciating how others feel	102
Social Responsibility — social consciousness; helpful	126
Decision Making Composite	108
Problem Solving — find solutions when emotions are involved	110
Reality Testing — objective; see things as they really are	110
Impulse Control — resist or delay impulse to act	99
Stress Management Composite	120
Flexibility — adapting emotions, thoughts and behaviors	113
Stress Tolerance — coping with stressful situations	120
Optimism — positive attitude and outlook on life	116

EQi 2.0

- About 25% of the population scores below 90 (low range)

- About 50% score between 90 – 110 (mid-range)

- About 25% score above 110 (high range)

TIPS
Note general range of scores
Look for unusual patterns

Reflecting on Your Feedback

Review your EQi Results (10 minutes)

Complete Activity 2 worksheet (10 minutes)

Use worksheet to interview one another in sponsor/protégée pairs (20 Minutes)

- Offer suggestions for strengths to leverage or opportunities to focus on

Testing Your Personal Leadership Brand

- How do you think you are seen now?

- How different is this with how you would like to be seen?

- Is it aligned with the mission & vision of the organization?

- What changes might you need to make to close the gap &/or help you to be perceived by others as you would like?
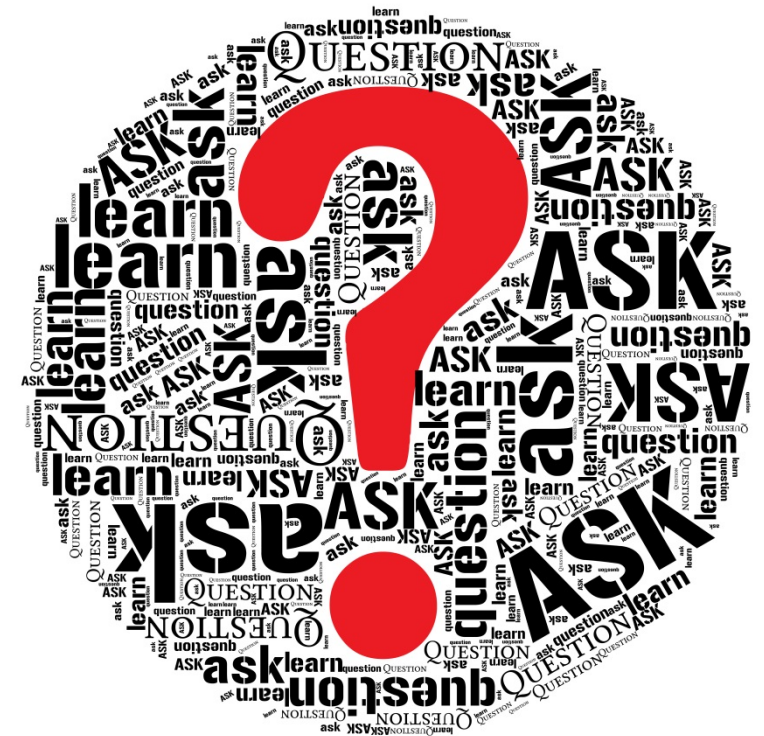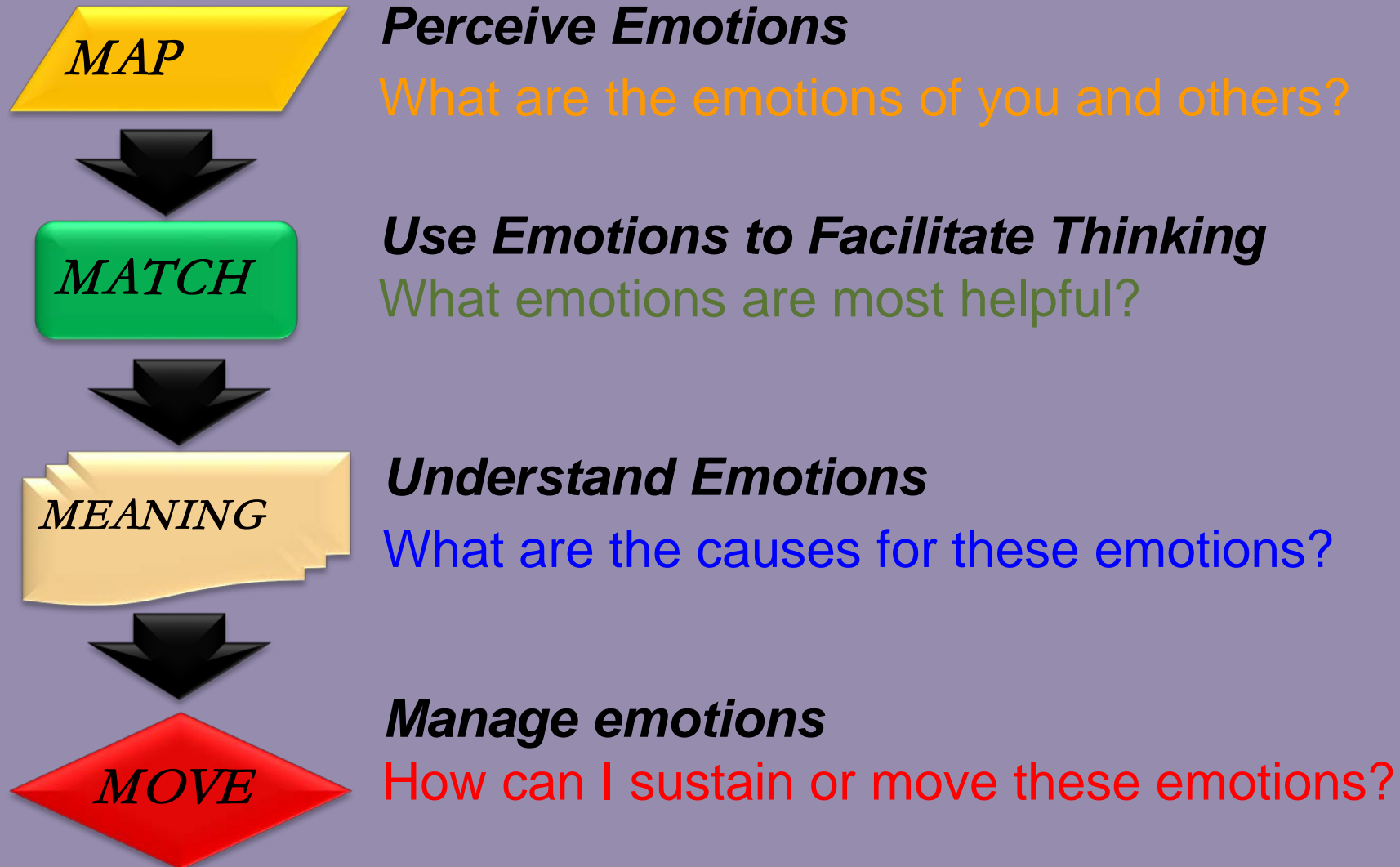
Key Concepts

- Emotions are data

- Emotions can help you think

- All emotions have purpose

Four Stage Blueprint

MAP

Perceive Emotions
What are the emotions of you and others?

MATCH

Use Emotions to Facilitate Thinking
What emotions are most helpful?

MEANING

Understand Emotions
What are the causes for these emotions?

MOVE

Manage emotions
How can I sustain or move these emotions?

Caruso & Rees, 2018

Recognizing Your Emotions

How do you feel today?

- Be Attentive to Self

- Be Curious

- Map your Mood

- Label Your Emotions

- Broaden Emotional vocabulary

- Journal/write down your emotions

- Determine your triggers/causes

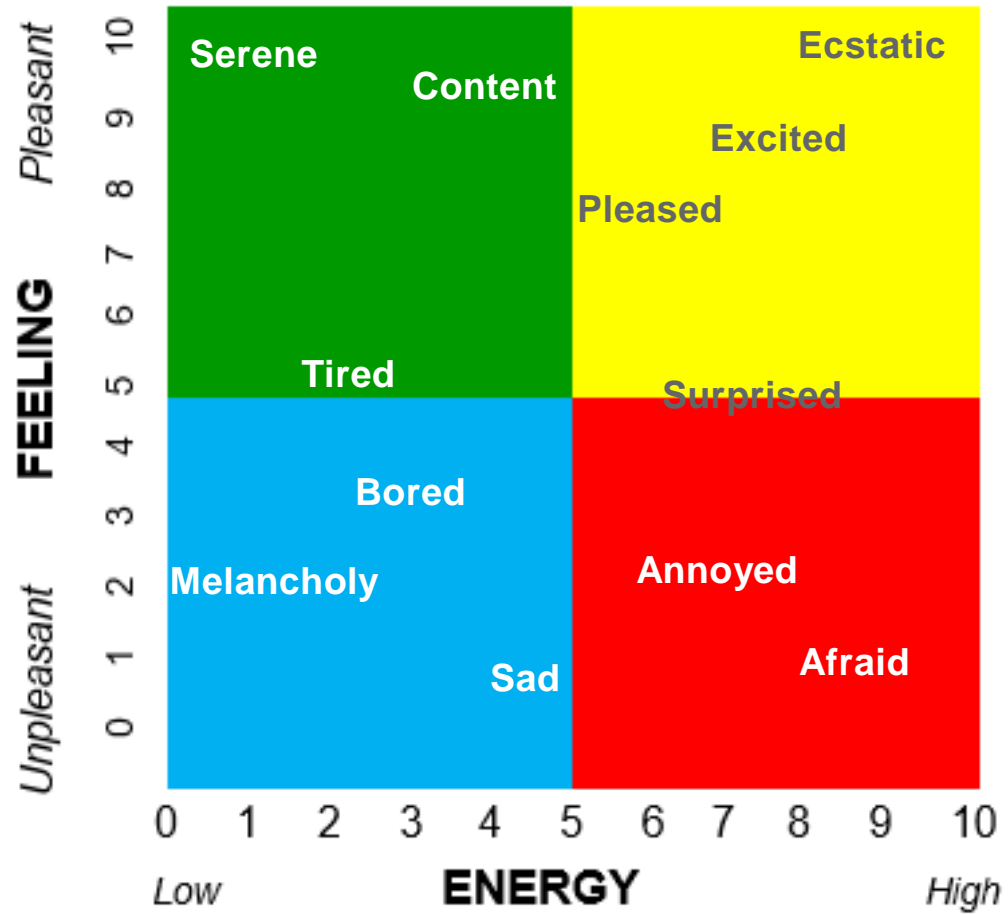# Map your Mood

How am I?
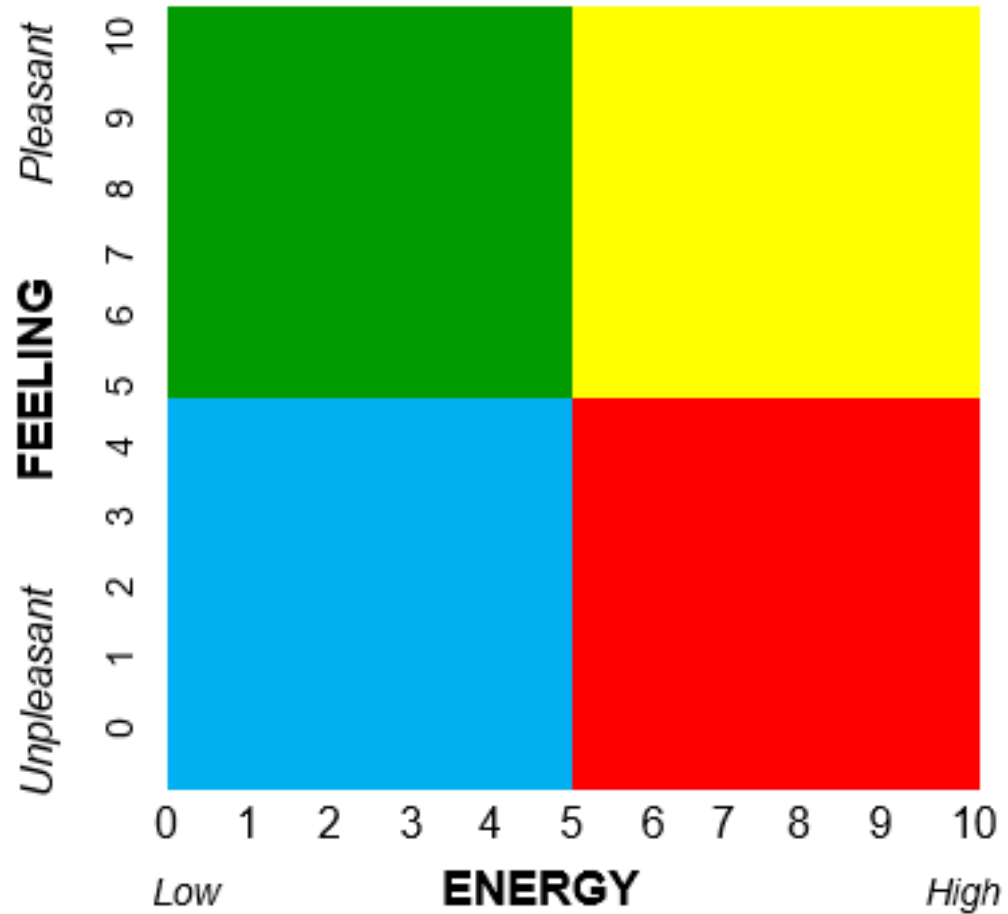
Does it matter? Why?

Moods in General
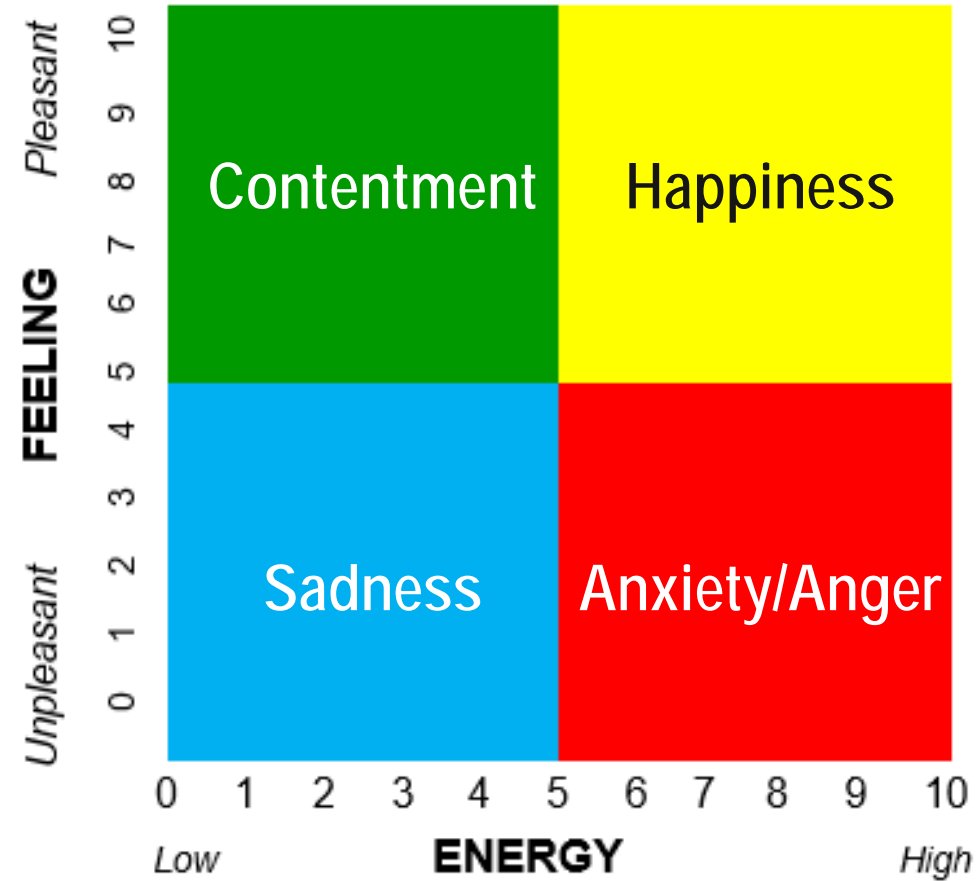
Label Your Emotions

Increase your Emotional Vocabulary

Why is it helpful to increase our emotional vocabulary?

How can we accomplish this?

Manage Intense Emotions

- Prepare strategies in advance

- Allow time

- Take a deep breath

- Change the setting

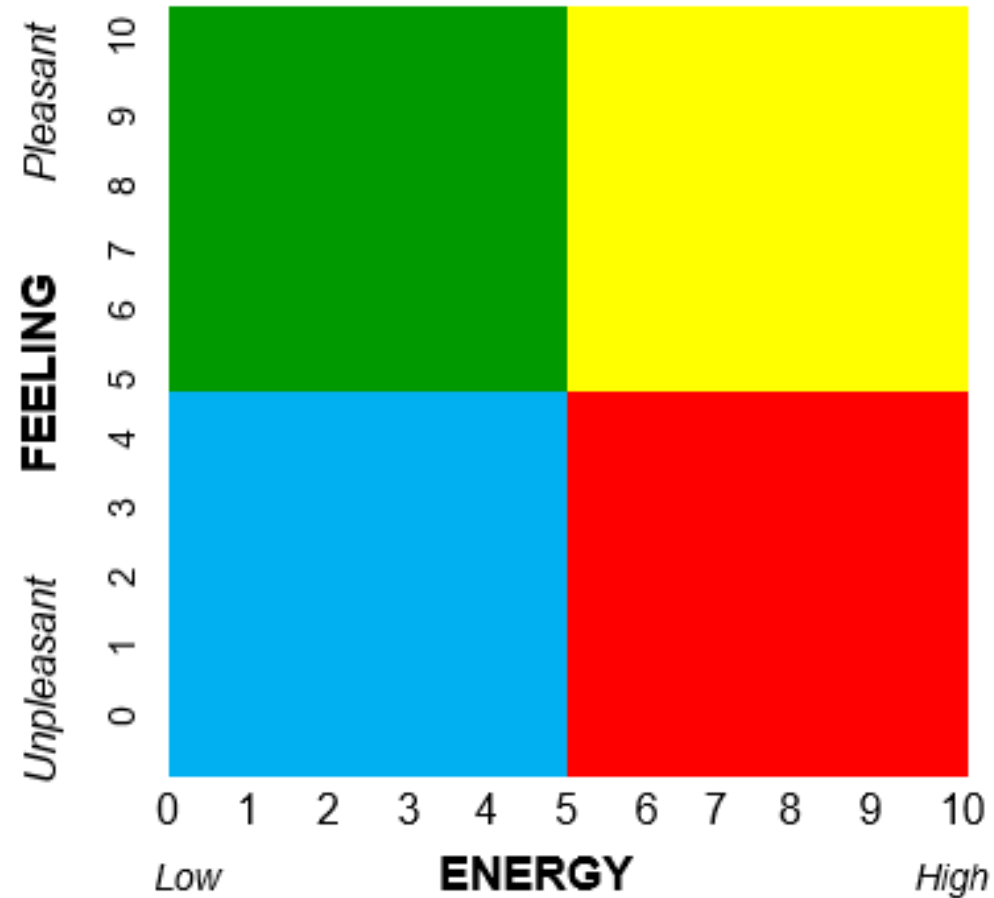- Use self talk

- Others?

Label Emotions

Can you recognize these six universal emotions?

Anger
Sadness
Disgust
Surprise
Joy
Fear

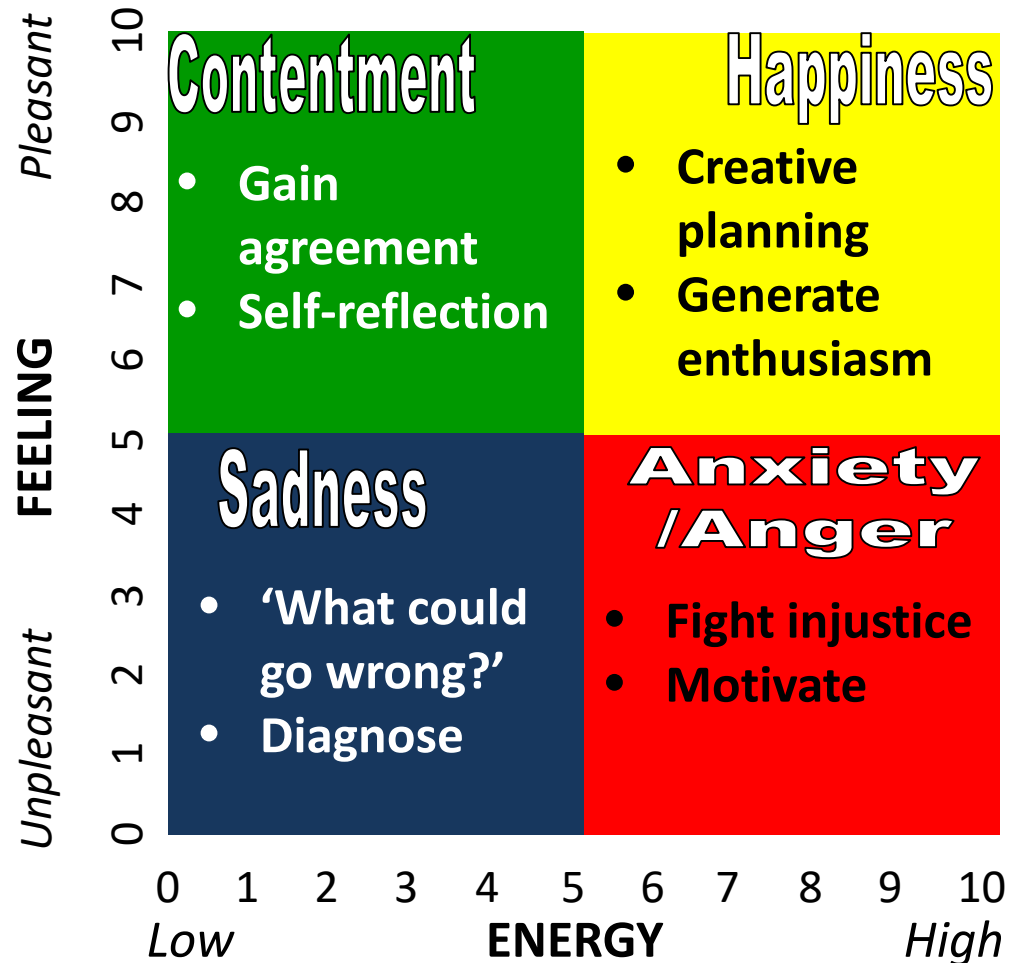# Map Their Mood

How is your neighbor?

How accurate was your assessment?

How did you make your determination?

Matching to Connect and Solve

Demonstration

4 volunteers needed

Meaning of Emotions

- The goal is to understand the cause of emotions

- Use this understanding to build relationships

- Accomplish this by asking open-ended questions

- Practice cognitive empathy (think in their shoes)

Potential Questions

EMOTION	QUESTION(S)	USE
Happiness	What part of the role do you most enjoy? What do you like to do?	How do I motivate you?
Frustration	What frustrates you? What annoys you?	How do we avoid irritating each other?
Boredom	What tasks do you find dull?	How can we view the task differently? Change it?
Pride	What are you most proud of here?	Make sure we are on the same page: what is really important.

Activity: Getting to the Meaning

Think of a time when it was helpful for you to learn why a member of your team feels the way they do about a situation?

• How did this help you in future interactions with them?

• How did it impact your relationship?

• How did it impact productivity/business results?

Move Emotions

The goal is manage your emotions and others to be effective

Suggested Approaches

- Reflect on what you learned during Map, Match and Meaning

- Check your emotions first

- Speak to their needs

- Express Empathy

- Communicate your needs

Putting it all Together

SKILL	DEFINITION	APPLICATION
Perceive Emotions **MAP**	Emotion contains information about ourselves, other people and the world around us. Emotions are data.	Read people accurately. Accurate self-awareness.
Use Emotions to Facilitate Thinking **MATCH**	Our emotions influence both what we think about, and how we think.	Generate emotions to feel what others feel and to help you think in different ways.
Understand Emotions **MEANING**	Understand causes of emotions, predict emotional changes, label emotions to communicate.	Better express feelings, determine underlying causes and predict outcomes.
Manage Emotions **MOVE**	Enhance, reduce, create or prevent emotions to achieve positive outcomes.	Stay open to emotions and solve problems with both emotional and logical data.

Applying the Blueprint

MAP

MATCH

MEANING

MOVE
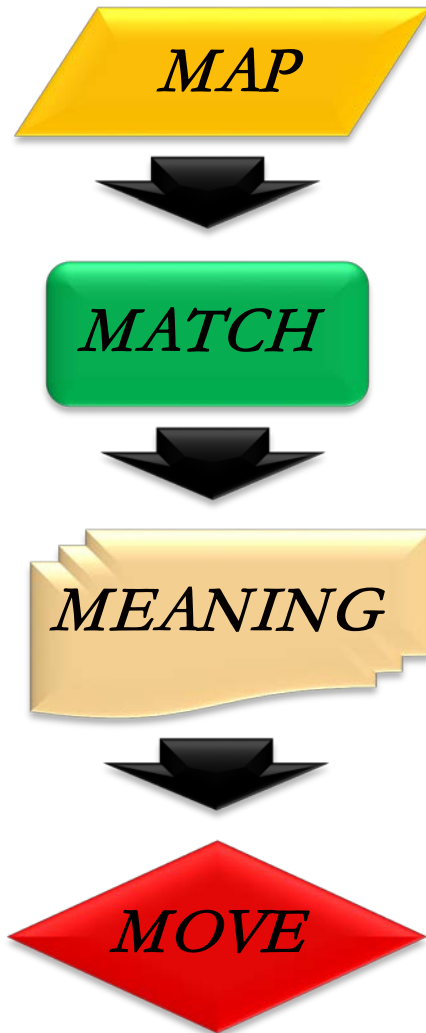
1. Consider a difficult interpersonal situation you have experienced

2. Share your situation with a neighbor

3. Brainstorm effective strategies for applying the blueprint

Action Planning and Check-Out
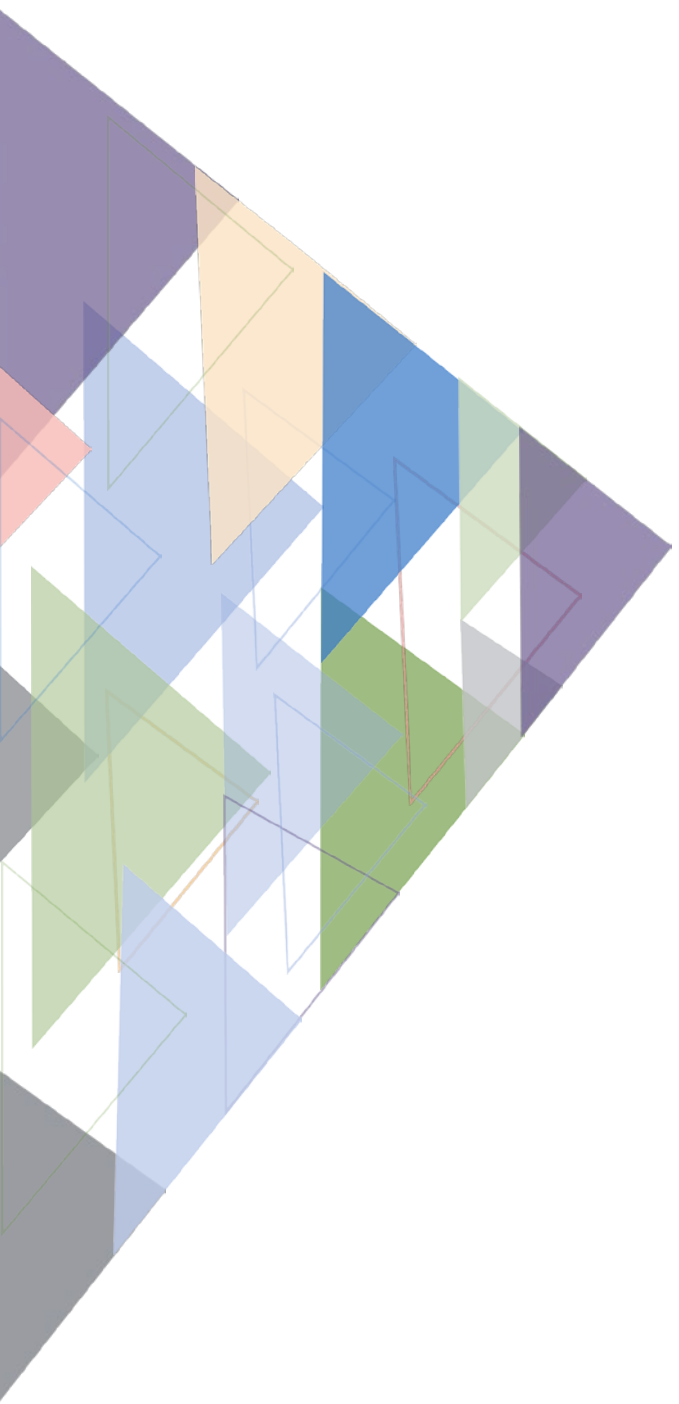
Share, at your tables, one thing from today that has really hit home.

What next steps will you take to apply your learnings?

What?   **When?**   **With Whom?**