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**“Emotional Intelligence is when you finally realize it’s
not about you.”**

~Peter Stark

The Anatomy of an Emotion

The Original Story of Your Emotions

Once upon a time you were walking in a forest, and you came upon a big, bad bear.

And your eyes saw the bear and immediately sent a message to the emotional centers of your brain circuitry, triggering an adrenalin reaction that prepared you for a fight-or-flight survival response.



Your response was actually an emotional response triggering your brain to move you toward taking action. That's essentially what all emotions are—signals to take action.

The Anatomy of an Emotion

Fight or flight is the classic case study of how emotions influence behavior. Humans are hardwired to respond to events and situations emotionally before we respond to those same events and situations rationally. We are programmed to feel events before we think about them. This emotionally activated circuitry supports our survival and serves us well when we encounter severe threat or severe danger. It may also move us closer to actions that our brain interprets as being in support of our survival—finding a mate, bonding with other humans in community, taking part in activities that bring us joy, or resolving conflicts in the workplace.

Emotional Override and the Human Brain

Unfortunately, our emotional reaction system does not always serve us well. Sometimes we react autonomically to situations that are not threatening at all. Our behaviors become reactive instead of proactive:

- Proactive behavior is thoughtful, effortful, and conscious.
- Reactive behavior is automatic, non-effortful, and unconscious.

Sometimes our emotional reactions take over when a better response would be a rational, effortful, intentional response. To understand our human potential to be undermined by our emotional responses, we need to get to know our brain a little better:

- **The Reptilian Brain.** The original story of our emotions introduces us to a more primal part of our brain. All vertebrate animals have a mass of cells situated at the top of their spinal cord comprising the brainstem. The cells of the brainstem coordinate most of our involuntary functions, such as blood circulation, and govern our most automatic instincts, such as fight or flight. Sometimes referred to as the reptilian brain, this primitive brain has the power to override the rational thinking functions of the neocortex and take control of our actions when it perceives a threat.

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- **The Mammalian Brain.** Tucked in beneath the neocortex and wrapping around the brainstem in something of a horseshoe configuration is a series of structures comprising the limbic area of the brain. Our emotions originate here. The limbic area, sometimes called the mammalian brain, stores our emotionally linked memories. It is this area of the brain that triggers learned emotional responses to particular circumstances. The reference to mammals with regard to this part of our brain has to do with the learning capacity of the limbic system that is shared by all warm-blooded mammals. Over the course of our experiences in life, we accumulate and store literally thousands of emotional memories in our mammalian brains. These memories comprise the total of our emotional experiences and serve as activation points for emotional responses whenever we encounter current situations that are reminiscent of these stored memories. In other words, our emotions take their cues from memories stored in our limbic systems and trigger us to behave accordingly.
 - **The Human Brain.** The neocortex is the part of our brain that controls rational thinking, including the higher brain functions of awareness; reasoning; voluntary movement; conscious, intentional thought; and language skills. We call this part of the brain the human brain.

When Emotions Get the Best of Us

All this means that our emotional brain has the power to influence our behaviors *before* our rational brain knows what is happening. When the part of our brain that is emotional *overrides* the part of our brain that is rational, it can result in inappropriate reactions that can sabotage our success. We find ourselves wishing that we had taken a moment to think about these emotions *before* responding. This capacity to think about emotions, to manage them, to choose an appropriate response, and to relate effectively with other emotional people is called *emotional intelligence*.

The New Science of Leadership

The tug-of-war that is waged between our emotionally charged brain and our rational brain can have a profound impact on the success of our interpersonal relationships. We call the reactive side of the tug-of-war *emotional un-intelligence* because we allow our emotional impulses to manage our behaviors instead of using our rational intelligence to manage both our emotions and our behaviors. Indeed, if we are able to delay our emotional reactions long enough to mindfully and intentionally engage our rational brains, we will discover a new set of behavioral options that will help us avoid dysfunction and manage the relationships of our lives in a more intelligent and effective way. We call this *proactive* side of the tug-of-war *emotional intelligence—the new science of leadership*.

Emotional Intelligence Defined

“The rules of work are changing. We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

—Daniel Goleman, *Working with Emotional Intelligence*

Emotional Intelligence Defined:

Using your emotions *intelligently*, to gain the performance you wish to see within yourself, *and to achieve interpersonal effectiveness with others.*

—Jeff Feldman and Karl Mulle, *Put Emotional Intelligence to Work*

Emotional intelligence at work is the capacity for

- **Self-Awareness:** recognizing your feelings and behaviors
- **Self-Management:** managing your feelings and behaviors and staying motivated in spite of setbacks and obstacles
- **Social Awareness:** understanding what others feel
- **Relationship Management:** building rapport and collaborating with others.

Goleman's Four Domain Model of Emotional Intelligence

EI	Personal Competence (Self)	Personal Competence (Others)
Recognition	Self-Awareness	Social Awareness
Regulation	Self-Management	Relationship Management

The 18 Competencies

People are often given the feedback that they need to work on their emotional intelligence. The problem with such feedback is that it is like telling someone she needs to work on her knowledge of history, or he needs to work on his cooking skills. The categories are too broad to provide the receiver with any meaningful information to use for personal growth. We have attempted a simple definition of emotional intelligence and delineated it into the four-domain model. These four domains are then further delineated into 18 competencies.

A competency, by definition, is a set of behaviors that people can learn. This is good news! By defining emotional intelligence behaviorally, not only are we able to give one another effective feedback but we can develop our emotional intelligence by developing the underlying competencies.

There are 18 competencies grouped into four domain sets: self-awareness, self-management, social awareness, and relationship management.

Three competencies support the emotional intelligence domain of **self-awareness**.

Self-Awareness Competencies	
Emotional Self-Awareness	Reading one's own emotions and recognizing their impact
Accurate Self-Assessment	Knowing one's strengths and limits
Self-Confidence	A sound sense of one's self-worth and capabilities

Six competencies support the emotional intelligence domain of **self-management**.

Self-Management Competencies	
Emotional Self-Control	Keeping disruptive emotions and impulses under control
Transparency	Displaying honesty and integrity; trustworthiness
Adaptability	Flexibility in adapting to changing situations or overcoming obstacles
Achievement or Self-Motivation	Drive to improve performance to meet inner standards of excellence
Initiative	Readiness to act and seize opportunities
Optimism	Seeing the upside in events

Three competencies support the emotional intelligence domain of **social awareness**.

Social Awareness Competencies	
Empathy	Sensing others' emotions, understanding their perspectives, and taking active interest in their concerns
Organizational Awareness	Reading the currents, decision networks, and politics at the organizational level
Service	Recognizing and meeting follower, client, or customer needs

Six competencies support the emotional intelligence domain of **relationship management**.

Relationship Management Competencies	
Inspirational Leadership	Guiding and motivating with a compelling vision
Influence	Wielding a range of tactics for persuasion
Developing Others	Bolstering others' abilities through feedback and guidance
Change Catalyst	Initiating, managing, and leading in a new direction
Conflict Management	Resolving disagreements
Teamwork and Collaboration	Cooperation and team building

Sources: D. Goleman, *Working with Emotional Intelligence* (New York: Bloomsbury, 1998); Jeff Feldman and Karl Mulle, *Put Emotional Intelligence to Work* (Alexandria, VA: ASTD Press, 2007).

Emotional Intelligence and Leadership

What does emotional intelligence have to do with leadership?



The brain is an open loop.

The reason a leader's emotional intelligence matters so much lies in the design of the human brain. The brain is not completely self-contained and self-regulating in the way that other systems in the body function. For example, the circulatory system in one person's body does not depend on the circulatory system in another person's body. But the brain is different. A growing body of research on the human brain indicates that the brain depends largely on external sources to manage itself. For better or worse, our emotions affect the emotions of people around us.

What this means is that emotions are contagious, and the best leaders are MOODIVATIONAL!

“The primary task of all effective leadership in organizations is to figure out ways to drive other people's emotions in a positive direction.”

—Jeff Feldman and Karl Mulle, *Put Emotional Intelligence to Work*

Resonance

“We call this emotional connection between leaders and the people they lead resonance. Resonance is a reservoir of positivity that frees the best in people.”

—Daniel Goleman and others, *Primal Leadership*

Sources: D. Goleman, R. Boyatzis, and A. McKee, *Primal Leadership: Unleashing the Power of Emotional Intelligence* (Boston: Harvard Business Press, 2004); Jeff Feldman and Karl Mulle, *Put Emotional Intelligence to Work* (Alexandria, VA: ASTD Press, 2007).

Six Styles of Leadership

Style and Supporting Competencies	How It Builds Resonance	Impact on Climate	When Appropriate
Visionary Inspirational leadership, self-confidence, self-awareness, empathy, change catalyst, transparency	Moves people toward shared dreams	Most strongly positive	When changes require a new vision, or when a clear direction is needed
Coaching Developing others, emotional self-awareness, empathy	Connects what a person wants with the organization's goals	Highly positive	To help an employee improve performance by building long-term capabilities
Affiliative Teamwork and collaboration, empathy	Creates harmony by connecting people to each other	Positive	To heal rifts in a team, motivate during stressful times, or strengthen connections
Democratic Teamwork and collaboration, conflict management, influence, empathy	Values people's input and gets commitment through participation	Positive	To build buy-in or consensus, or get valuable input from employees
Pacesetting* Achievement, initiative	Meets challenging and exciting goals	Because too frequently poorly executed, often highly negative	To get high-quality results from a motivated and competent team
Commanding* Influence, achievement, initiative	Soothes fears by giving clear direction in an emergency	Because so often misused, highly negative	In a crisis, to kick-start a turnaround, or with problem employees

*Pacesetting and command both lack empathy.

Source: D. Goleman, R. Boyatzis, and A. McKee, *Primal Leadership: Realizing the Power of Emotional Intelligence* (Boston: Harvard Business Press, 2002).

Emotional Intelligence Self-Assessment

Instructions: Rate yourself on the 18 statements below. If you have time, rate yourself using a combination of your own self-awareness and feedback from others. The value of this assessment as a guide for personal development will be maximized if you solicit the feedback of others, especially on those statements where you may be somewhat uncertain about how to rate yourself. As you rate yourself on each statement, take a moment to reflect on whether or not your rating would benefit from someone else’s feedback. If it would, circle the item number in the far-left column as a reminder to seek feedback from others. Each statement is a potential opportunity to open up a conversation to gain valuable feedback.

Please rate yourself on each item using this scale:

- | | |
|----------------------------------|-----------------------------------|
| 1 = (Almost) Never true about me | 4 = Often true about me |
| 2 = Rarely true about me | 5 = (Almost) Always true about me |
| 3 = Sometimes true about me | |

#	Item	1	2	3	4	5
1.	I recognize situations that arouse strong emotions in me, and I am aware of how these emotions affect my actions.					
2.	I acknowledge both strengths and weaknesses about myself and do not get serious and defensive when people try to give me feedback about my behavior.					
3.	I have a self-assured manner and a confident way of presenting myself to others.					
4.	I control my impulses and stay calm and composed even in stressful situations.					
5.	I take ownership of my behaviors and willingly admit my mistakes to others.					
6.	I have a readiness to change my strategies and goals to meet new demands and changing conditions.					
7.	I set measurable goals and seek ways to improve myself.					
8.	I look for opportunities and take action to create possibilities.					
9.	I learn from setbacks, obstacles, frustrations, and failures.					
10.	I value listening to people, and I connect well with people who are different from me.					
11.	I understand the decision-making networks in my organization.					
12.	I work hard to problem identify customer needs before problem solving.					
13.	I genuinely care about people’s success and provide them with both reinforcing and redirecting feedback.					
14.	I inspire others with my words, my stories, or my actions.					
15.	I take a leadership role in my organization when it comes to accepting and initiating change.					
16.	I understand how my words, tonality, and body language affect the people with whom I am communicating.					
17.	I work cooperatively with other people’s viewpoints and seek win–win solutions.					
18.	I encourage other people to express their viewpoints as much as I assert my own right to do so.					

Scoring the Emotional Intelligence Quick Assessment

Each of the 18 statements relates to one of the emotional competencies of Goleman's four-domain model. If you rated yourself 4 or higher on the statement, then you can consider the corresponding emotional competency to be a strength. If you rated yourself 2 or lower on a statement, then you can consider the corresponding emotional competency to be an area where you might need development.

	Rating	Emotional Competency	Strength or Area for Development?
1.		Emotional Self-Awareness	
2.		Accurate Self-Assessment	
3.		Self-Confidence	
4.		Emotional Self-Control	
5.		Transparency	
6.		Adaptability	
7.		Achievement Orientation	
8.		Initiative	
9.		Optimism	
10.		Empathy	
11.		Organizational Awareness	
12.		Service	
13.		Developing Others	
14.		Inspirational Leadership	
15.		Change Catalyst	
16.		Influence	
17.		Conflict Management	
18.		Teamwork and Collaboration	

