Emotionally Intelligent Leadership

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Based on the work of David Caruso, PhD, EI Skills Group
Agenda

• History of Emotional Intelligence (EI)

• EI as an Ability (hard skill)

• Applications in Leadership

• Questions
Let’s Dive In!

• What emotions do you see and feel on a typical day at work?
• What do you like most about your job?
• What experience do you want others to have when they visit your museum?
What is Emotional Intelligence?

Emotional Intelligence (EI) is the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and action.

- Salovey and Mayer 1990
Peter Salovey, Jack Mayer
- Scientific article in 1990
- Did not receive any attention

Dan Goleman
- Bestselling book in 1995 based on Peter and Jack’s work

Our approach:
- EI is an intelligence
- EI is a set of specific, hard skills
Methods for measuring EI:

- **Self Report**
  - *I am good at recognizing how other people feel.*

- **360 Degree Feedback**
  - *Phelan is good at recognizing how other people feel.*

- **Ability/Performance**
  - *Phelan correctly identified emotions expressed in faces.*
Why EI is Not Important

Intellectual ability and technical skills are critical:

- One of the best predictors of work performance is general intelligence (IQ).

You hire smart people so IQ is no longer a great performance predictor within your organization.
Why EI is Important

Since you hire smart people, focus and develop other skills. EI is one of these other skills.

People with high EI:

• Have better quality, long-term relationships
• Show greater sensitivity and empathy
• Create a more positive work environment
• Are better able to cope with stress
• Get things done but with integrity ("what" as well as "how" of performance)
• Enhance team relationships
EI Blueprint

**MAP**

*How do you feel right now? Other person?*

**MATCH**

*Do these emotions match the task at hand?*

**MEANING**

*What is the meaning and cause of these emotions?*

**MOVE**

*How will you sustain or move these emotions?*
Map Emotions: How are you?

Unpleasant FEELING

Pleasant

Low ENERGY

High
Match Emotions: What emotions are helpful?

Contentment
- Gain agreement
- Self-reflection

Happiness
- Creative planning
- Generate enthusiasm

Sadness
- ‘What could go wrong?’
- Show empathy

Anxiety / Anger
- Fight competition
- Motivate to meet targets
Match Emotions: What emotions are helpful?

- A strategic planning session with your employees
- A budget proposal to your board
- A loss of an employee’s loved one
- Meeting with a potential donor
- Employee year end appraisals
Meaning of Emotions: How might emotions change?
Move Emotions: How will I manage emotions?

- Decide to sustain or move emotions

- What strategy will you use?

- Stay open to intense emotions

- How will you engage and energize people?
The Emotionally Intelligent Leader

• Prepares emotionally before meetings
• Takes steps to be in the right emotional state
• Practices empathy
• Listens for emotional cues
• Manages emotions throughout
• Stays open to all emotions
Blueprint It – Your Turn!

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In Closing

• Emotions are data
• Emotions are essential in making good decisions
• There are no “good” or “bad” emotions
• Leverage emotions to reach organizational goals
• Use emotions to build trust
Thanks For Attending!