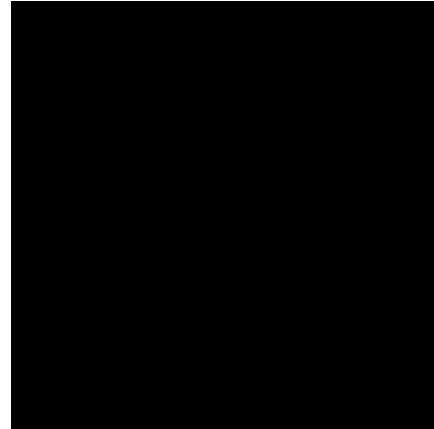
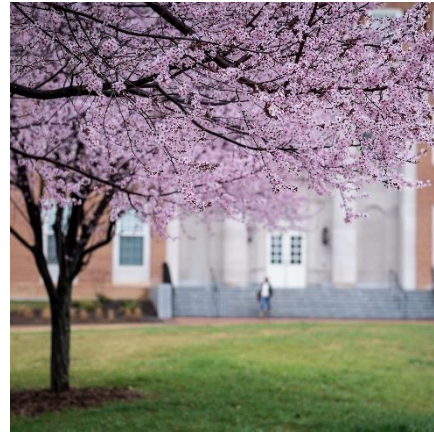




SESSION 3:

EMOTIONAL INTELLIGENCE

WAKE FOREST
CAPTAINS' PROGRAM



Patrick J Sweeney, Ph.D.

Professor of Practice in Management
Director, Center for Leadership & Character

July 11, 2017

Emotional Intelligence (EI)

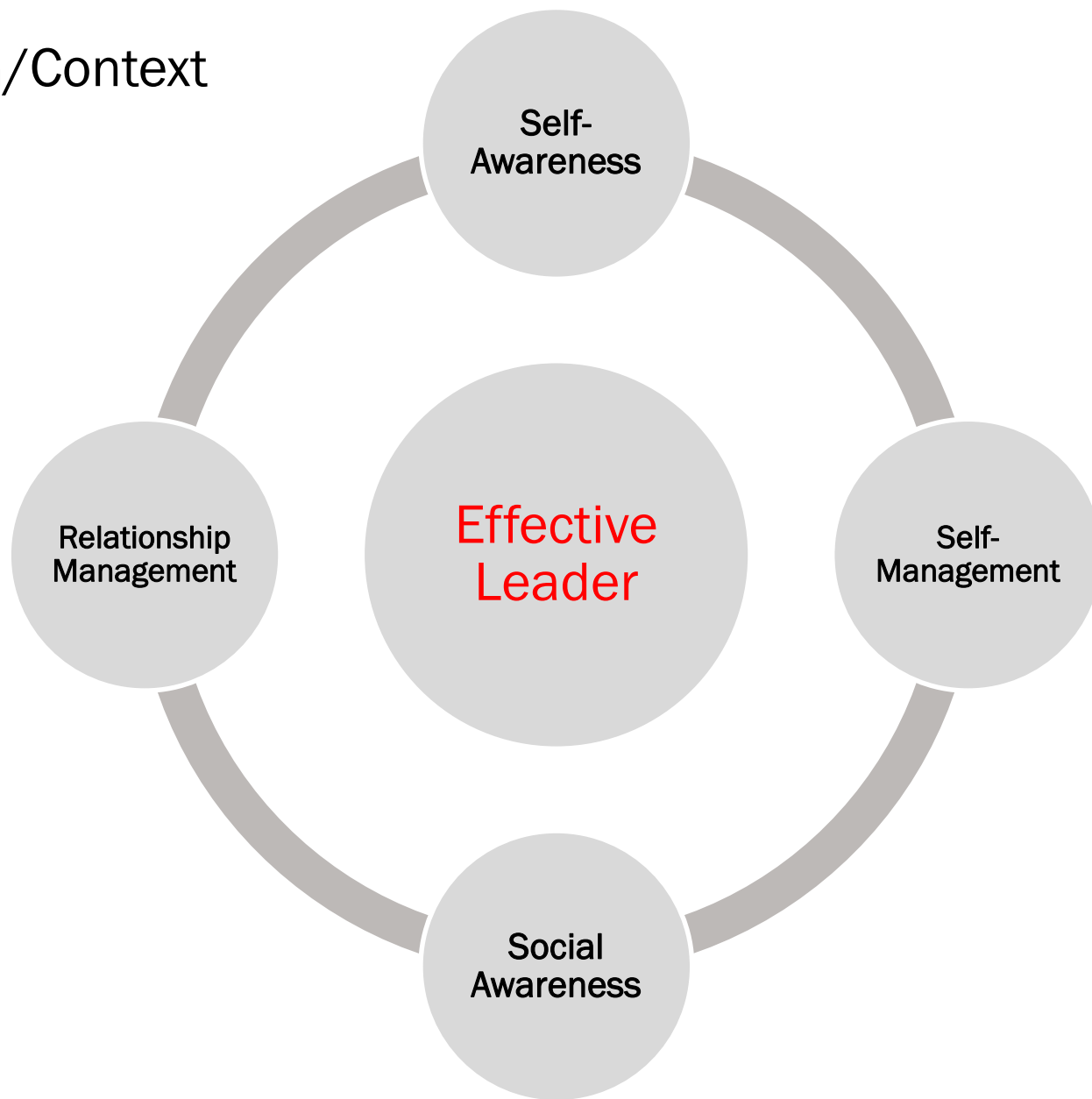


“The ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.”

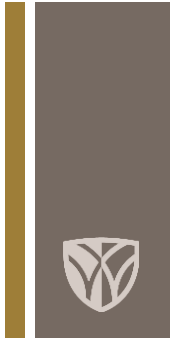
-Bradberry & Greaves (2009)

A Model for Emotional Intelligence (EI)

Situation/Context



Components of EI



Self-Awareness: One's ability to accurately perceive emotions, recognize triggers, and understand his/her behavior tendencies across situations, which includes:

- Understanding your values, purpose, strengths, weaknesses, biases, and goals
- Being aware of situations and people who push one's emotional buttons

Self-Management: One's ability to use your awareness of your emotions to control thoughts and direct your behavior positively

Social Awareness: One's ability to accurately pick-up on the emotions in other people and understand what is really going on with them

Relationship Management: One's ability to establish and maintain trusting relationships with others

Why is Emotional Intelligence Important?



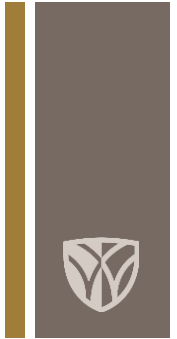
- Enhances the development of one's character
- Provides leaders the ability to self-manage-- (control) their thoughts, emotions, and behavior
- Facilitates establishing and maintaining positive relationships with others
- Provides the drive to achieve goals
- Allows one to effectively adapt to life events
- Provides a person a sense of stability and coherence (integrity)
- Allows one to be authentic

Strategies to Enhance Social Awareness



1. Practice reading people's non-verbal cues
2. Assess the situation to determine potential impact on people
3. Place yourself in other's shoes to develop empathic responses
4. Be present and listen to others (verbal and non-verbal)
5. Create goals for social interactions (e.g., team meetings, etc.)
6. Seek feedback from others
7. Conduct After Action Reviews (AARs) after interactions
8. Look for social awareness in the movies or literature
9. Build your support team
10. Select role models who practice superb social skills
11. Engage in role play exercises

Strategies to Enhance Relationship Management



1. Greet people by name
2. Ask people questions about people's backgrounds and share information about yours
3. Treat people with respect and as valuable teammates
4. Develop your competencies to meet role expectations
5. Care about and appreciate your people and work to ensure all benefit from the relationship
6. Be accessible to teammates
7. Seek teammates' feedback on decisions and share the "WHY"
8. Address conflict immediately and work to resolve in win-win manner
9. Provide candid feedback to develop people
10. Use your informal leaders to shape meaning and give you a pulse

Strategies to Enhance Self-Awareness



1. Reflect on your core values, beliefs, purpose, and future self
2. Conduct After Action Reviews (AARs) after emotional events and daily
3. Seek feedback from others
4. Identify situations and people's behavior that pushes your buttons
5. Recognize the physiological arousal associated with emotions
6. Avoid labeling your emotions as good or bad—they are information
7. Create opportunities for reflection each day
8. Seek opportunities to engage in 360 degree assessments
9. Look for your emotions in literature (e.g., books, movies, etc.)
10. Seek out stretch experiences

Strategies to Enhance Self-Management



1. Conduct After Action Reviews (AARs) after events
2. Seek feedback from your support team and others
3. Recognize you control how you respond to emotions and/or situations
4. Keep the big picture in mind-purpose, goals, and objectives
5. Select role models who practice superb self-management skills
6. Ensure self-talk is positive and future focused
7. Visualize your success
8. Foster a learning orientation
9. Conduct contingency planning for future changes
10. Eat right, get adequate sleep, and take breaks to maintain self-regulation energy

Emotional In-Process & After Action Review Format

Awareness

- recognize your arousal
- identify reason (s)
- check importance of reasons

Check Appraisal

- is your arousal label accurate for the situation?
 - *past experience
 - *check similar others
 - *check **"perspective"**

Check Behavior

- is your behavioral and non-verbal expression of feelings **appropriate** for the situation?
 - *past experience
 - *check similar others
- is your behavioral expression of feelings **functional** given the situation and **adding value**?

Review Experience

- positive, savor
- negative, **accept** and **work through** (focus on what you can control)
- what did you learn about yourself?
- what did you learn about expressing emotions?
- what will you change?

Thought In-Process & After

Action Review Format

Awareness

- recognize the general character of your inner thought stream regarding a situation, person, or thing to determine if it is positive or negative
- recognize if, in general, your inner thought stream and voice about you are positive or negative

Check Appraisal

- if positive, embrace and check for potential biases
- if negative, determine reason(s) for negative thoughts:
 - * **mental model** of person, thing, or situation--assume positive intentions?
 - * **framing** as test or obstacle to endure vs. opportunity for growth (growth mindset)
 - * perceptions of the **situational demands** and/or your **capabilities**
 - * **fatigue**
 - * **mood**

Check Behavior

- is your behavioral expression of thoughts **appropriate** for the situation?
 - * past experience
 - * check similar others
- is your behavioral expression of thoughts **functional** given the situation and **adding value**?

Review Experience

- positive, savor and enjoyed the expanded thoughts
- negative, **accept** and **work through** to flip stream to a more positive flow
- what did you learn about yourself?
- what did you learn about your thought process?
- what will you change?

Motivated Behavior In-Process & After

Action Review Format

Awareness

- recognize if your behavior matches your intentions and contributes to achieve your desired goals (gap check)
- recognize if your current situation has changed and how
- identify potential organizational factors (e.g., culture, policies, practices, etc.) that impact your behavior

Check Appraisal

- if yes, recognize contributing factors and continue to work towards your goals
- if no, determine reason(s) for the gap between your intentions and behavior:
 - ***confidence** in achieving the goal? (sub-goal analysis, acquire skills, visualization, etc.)
 - ***outcomes** associated with achieving the goal? (link to higher purpose, values, intrinsic rewards, setting example, duty)
 - ***social support**
 - ***perspective**

Check Behavior

- is your goal directed behavior **realistic** for the current situation? (e.g., priorities, role demands, etc.)
- is your goal directed behavior **functional** given the current situation? (e.g., contributing to growth and functioning)
- is your goal directed behavior **sustainable** given current situation?

Review Experience

- if moving towards goals, **celebrate** the progress
- if not making the desired progress, reassess need for goal, revisit framing, adjust approach as needed, seek social support (focus on what you can control) and continue to act to achieve
- what did you learn about yourself?
- what did you learn about your goal attainment process?
- what will you change?

Take-Away Points



1. Emotional intelligence and skills are critical for both professional and personal effectiveness
2. Emotional intelligence and skills can be developed
3. Self-awareness is critical for enhancing your emotional intelligence and skills
4. Self-management ability depletes throughout the day
5. Self-management provides you the psychological freedom to be authentic
6. Social awareness and relationship management facilitates the development of trust, which enhances your ability to influence (lead)

References



Bradberry & Greaves (2009). *Emotional intelligence 2.0*. San Diego, CA: Talent Smart.

Goleman, D. (1998). What makes a leader. *Harvard Business Review*, 76 (6), 93-102.

Goleman, D. (2005). *Emotional intelligence: Why it can matter more than IQ*. New York, NY: Bantam Books.