Let’s start with a quote:

“(Sales)people With Emotional Intelligence Are More Likely To Be Superior (Sales)people.”


Types of intelligence

- Analytical intelligence (math and reasoning: IQ)
- Linguistic intelligence (verbal skills)
- Musical/rhythmic intelligence (sing, dance, instrument playing)
- Bodily-kinesthetic (physical skills)
- Emotional intelligence
Emotional Intelligence Fact:
EQ impacts success more than IQ

• IQ does not predict success in life
• IQ predicts < 20% of success in a given job
• EQ found to be responsible for at least 45% of job success

Millionaire Mind, Thomas Stanley (2000) surveyed 733 multi-millionaires

• Top 5 factors for success
  – Being honest with all people
  – Being well disciplined
  – Getting along with people
  – Having a supportive spouse
  – Working harder than most

• ALL are reflections of EMOTIONAL intelligence
• IQ was number 21

Emotional Intelligence Fact:
EI is NOT new

1870s – Charles Darwin wrote on the role of the “emotional expression in survival and adaptation.”

1920s - Edward Thorndike talked about “social intelligence”

1940s - David Weschler discussed the importance of “emotional factors, non-intellective aspects of general intelligence”

1948 – R. W. Leeper suggested “emotional thought” contributed to “logic”
El timeline continued

• 1955 - Albert Ellis explored “rational emotive behavior therapy” teaching people to look at their emotions logically and with thought

• 1983 - Howard Gardner wrote about “multiple intelligences” including “intra-psychic capacities” or an aptitude for introspection

• 1980s - Reuven Bar-On contributed the term “emotional quotient”

• 1990 – John Mayer/Peter Salovey coined the term “emotional intelligence”


Stein & Book. (2011). The EQ Edge

Defining Emotional Intelligence

“An array of non-cognitive capabilities, competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”

Reuven Bar-On, 1980s

“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 actions.”

Peter Salovey & John Mayer, 1990

fathers of theoretical framework who coined the term EI

One more definition of Emotional Intelligence

“Your ability to recognize and understand emotions, and your skill at using this awareness to manage yourself and your relationship with others”

Travis Bradberry & Jean Greaves, Emotional Intelligence 2.0
Competencies of EI - EMOTIONAL Self-Mastery

- Understanding **your own emotions**, moods, feelings, including being aware of your **body language**
- **Controlling** unproductive emotions such as distrust, impatience, doubt; **thinking before acting**
- Influencing constructive emotions, **showing resilience** and persistence, optimism, confidence, compassion and determination

Competencies of EI - INTERPERSONAL Mastery

- Understanding the emotions of **others**, moods and feelings, sensing changes in their emotional state
- Handling – **defusing** destructive emotions in others such as distrust, anxiety, fear
- Influencing – constructive emotions in others such as trust, confidence, **certainty**
GOOD NEWS: EI is a skill and therefore trainable

How to strengthen EI in SELF

• Become more self-aware - reflect and monitor yourself, be in the moment
• Practice managing negative emotions – accept responsibility, control impulse/defensiveness
• Bring out positive emotions – stay focused on present situation, don’t future trip, suspend judgment

How to strengthen EI in OTHERS

• Do things to understand better –demonstrate empathy, engage conversation, listen carefully and purposefully
• Build skills in handling destructive emotions of others – practice mediation, conflict resolution, let people talk without interruption, listen more, acknowledge feelings
• Build ability to influence constructive emotions in others – help with sense of purpose and direction, help them feel secure
Communication is:

- **55%** PHYSIOLOGY
- **38%** TONE
- **7%** WORDS

The most under-rated communication skill is: LISTENING

Epictetus, Greek philosopher said, “We have two ears and one mouth so that we can listen twice as much as we speak!”

Why is EI important to leadership?

- Helps you optimize yourself and function at a level higher than you are already capable of
- Expands the range and depth of your emotional abilities. Helps increase connection to others
- Gives you a way of seeing and solving problems through better interpretation of feelings
Freedman says:

“Emotional competence differentiates successful leaders.” Reflecting on a study of 358 leaders @JNJ strong link between superior performing leaders and EI)

The self-management competencies, essential for individual success are:

- Emotional Self-Awareness
- Emotional Self-Control
- Positive Outlook
- Achievement Orientation
- Adaptability

The relationship management competencies critical for leadership success are:

- Influence
- Coach and Mentor
- Inspirational Leadership
- Teamwork
- Conflict Management
Emotional Intelligence Fact

EI helps leaders understand and meet employees’ human needs, greatly impacting everything from productivity, absenteeism and commitment.

Goleman says:

“For top leadership positions, many organizations have determined that 80 to 90%, sometimes 100%, of the competencies that set apart their star leaders are based on emotional intelligence.”

Reasons to be a more emotionally intelligent leader

• Higher team engagement
• Effectively handle conflict
• Lower turnover
• Higher customer loyalty
• Greater productivity
• Higher profitability
Keys to using EI as a leader

• Confidence – tone; body language, presence
• Questioning – to clarify concerns or lack of response
• Listening - (FULLY) to understand employee wants, needs, concerns
• Empathy – showing understanding of their feelings and perspectives
• Respect – don’t down play or minimize concerns
• Help – show concern, assist
• Patience – do not make the employee feel rushed
• Relationships - earn their confidence and commitment

Resources

• Search Inside Yourself by Chade-Meng Tade
• Working with Emotional Intelligence by Daniel Goleman
• The Coaching Manager by James Hunt & Joseph Weintraub
• The EQ Edge by Steven Stein and Howard Book
• At the heart of leadership: how to get results with emotional intelligence by Joshua Freedman
• Emotional Intelligence 2.0 by Travis Bradberry
• 6seconds.org
• Follow @SIYL and @Daniel Goleman and @Travis Bradberry on LinkedIn

THANK YOU

Amy.white@its.jnj.com