

Leading with Emotional Intelligence



What are the effective qualities of a leader?



The Trust Triangle of Leadership

Francis Frei Trust Triangle



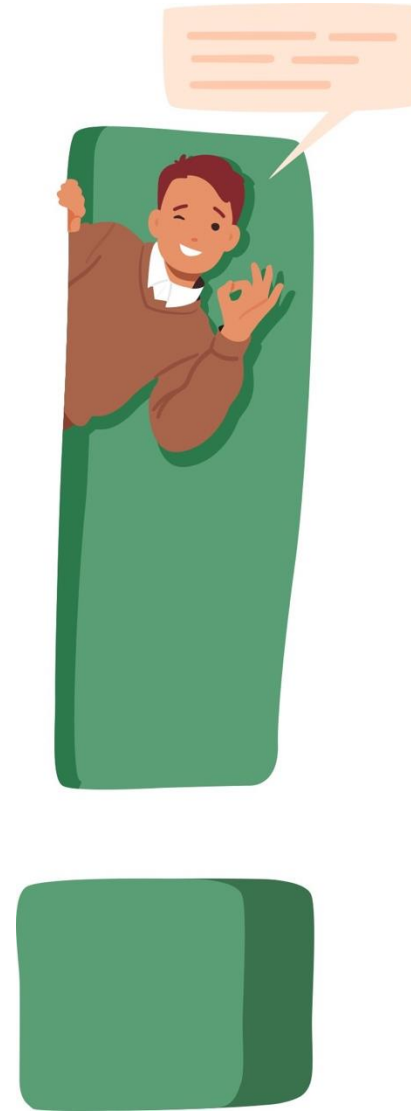
**Let's talk
about Mike**





What got you
here, won't get
you **there**.

GOLDSMITH, 207



Consequences of Low EQ

75% of derailed careers due to **emotional competencies**

Inability to handle interpersonal problems

Poor team leadership during **difficulty** or **conflict**

Inability to **adapt** to change

Inability to elicit **trust**



Evolving Perspectives on Leadership



- **Control, compliance, and manipulation** to force others into conforming (Newman, 2007)
- IQ and technical skills are **entry level capabilities** for senior leadership (Goleman, 2015)



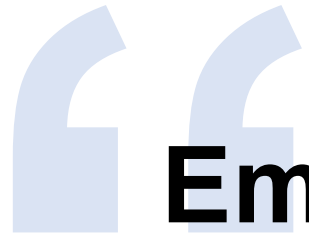
What is Emotional Intelligence?



Emotional Intelligence (EQ) Defined

- The awareness that emotions can drive our behavior and impact people (positively and negatively).
- Learning how to manage those emotions – both our own and others' – especially when we are under pressure.
(Connors, 2020)





Emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head — it is the unique intersection of both.

DAVID CARUSO



Emotional Intelligence (EQ)

Concept of EQ around for 30+ years with significant supporting research

No significant gender differences

Significant age-related differences, peaking at age 50

A skill set that can be developed and improved over time

“
**A leader's
intelligence has
to have a strong
emotional
component**

JACK WELCH



Successful Leaders Understand Emotions

Emotions are:

- Universal yet personal
- Grounded in senses, physiology, and cognitions
- Shape behaviors, relationships, decisions, and economy
- Determine whether people buy from you, invest in you, and work with you



The 5 Components of EQ



Self-Awareness

Self-Regulation

Motivation

Empathy

Social Skills

The Importance of EQ



The more senior a position in an organization, the more EQ matters

DANIEL GOLEMAN

Benefits of EQ in the Workplace

- Effective leadership
- Better communication
- Greater authenticity
- Increased trust and empathy
- Stronger relationships
- Improved conflict resolution
- Increased job satisfaction
- Civility, respect, and psychological safety

Nice vs Effective

BEING A NICE BOSS

- Prioritizes Comfort
- Focuses on Agreeableness
- Avoids Being Direct
- Avoids Confrontation
- Creates Exceptions
- May lead to Entitlement

BEING AN EFFECTIVE BOSS

- Prioritizes Results and Growth
- Balances Relationships with Accountability
- Direct & Respectful
- Embraces Constructive Conflict
- Adapts and Evolves
- **Leads with Emotional Intelligence**

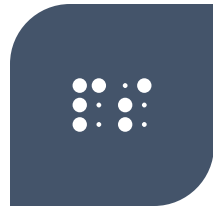


**We Are Not
Our Best
When We Feel
Our Worst**

Stress Acts as a Barrier to Emotional Intelligence



**REDUCED
SELF-
AWARENESS**



**IMPAIRED
SELF-
REGULATION**



**DECREASED
EMPATHY**



**COMPROMISED
SOCIAL SKILLS**



**DIFFICULTY IN
MOTIVATION**



**POOR
DECISION-
MAKING**

“We are **dangerous**
when we are not
conscious of our
responsibility for how
we behave, think, and
feel.”

MARSHALL B. ROSENBERG



Developing EQ Skills

- **Self-Reflection**
- **Practice** Active Listening
- Improve Non-Verbal **Communication**
- Practice **Responding** Instead of Reacting
- Develop **Empathy**
- Manage **Stress**
- **Seek** Feedback
- **Read** Emotionally Focused Books
- Seek Professional **Guidance**

“The leaders who get the most out of their people are the leaders who **care the most** about their people.”


SIMON SINEK




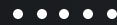
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