Emotional Intelligence
The Inner Side of Leadership

An e-workbook by James L. C. Taggart
Motivation and inspiration energize people, not by pushing them in the right direction as control mechanisms but by satisfying basic needs for achievement, a sense of belonging, a feeling of control over one's life, and the ability to live up to one's ideals. Such feelings touch us deeply and elicit a powerful response.

John Kotter
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Introduction

This e-workbook has three primary objectives:

- To help you gain a better understanding of what is emotional intelligence (EI) and its importance to effective leadership
- To encourage you to discuss this subject with coworkers by reflecting on the information, questions and quotations in this workbook
- To facilitate the development of your own personal action plan to enhance your EQ (emotional quotient)
Emotional intelligence is the ability to understand ourselves in-depth — our strengths, weaknesses, gifts and warts — to sense what is going on around us, to see the deeper meanings of the relationships we form, and to conduct ourselves in a mature manner as we encounter obstacles in our lives.

(James Taggart)
Nine Types of Intelligence

From Charles Handy (The Empty Raincoat)

1. Factual Intelligence
   This is the person who’s a sponge for information and who loves facts. This person, as Handy states, "...can give an impromptu lecture on the state of the Romanian economy over dinner. We are envious but often bored."

2. Analytical Intelligence
   Intellectual problems, crossword puzzles, etc. are what turns this person on. They’re able to synthesize complex information and data, making sense out of it for others. Combining this intelligence with factual intelligence gives these people a superior edge when it comes to exams. Moreover, when we use the term 'intellectual' it’s this combination to which we’re referring.
3. Linguistic Intelligence

Some people learn new languages quickly and easily. They master not just the vocabulary and conjugation, but they learn correct pronunciation. This intelligence is not necessarily connected to the first two.

4. Spatial Intelligence

This is a very different form because it involves the ability to see patterns in things. People who are typically strong in this intelligence include artists, mathematicians, designers, and entrepreneurs. There is no correlation between this type and the first two types, which is why entrepreneurs, for example, often do poorly at school.
5. Musical Intelligence

Those who excel at music, and who are often seen as 'gifted,' frequently don’t perform well in factual or analytical intelligence.

6. Practical Intelligence

Some people are good at taking things apart and then reassembling them, enjoying learning how things operate. However, they may not be able to explain how they do it. They just do it. People who are strong in factual and analytical intelligence are often weak in this form of intelligence.
7. Physical Intelligence
This refers to people who demonstrate strong abilities at learning sports or activities such as dancing. They have very strong coordination skills.

8. Intuitive Intelligence
Some people are able to perceive things that others are unable to. The management literature now recognizes intuition as being a key element of effective leadership.

9. Interpersonal Intelligence
This is the ability to get things done through the involvement of people. People strong in this type are often weak in analytical or factual intelligence. As Handy observes: "Without this form of intelligence, great minds can be wasted."
Integration

Each of us must come to understand ourselves and discover our own 'intelligences.' We then need to learn how to apply them effectively. This is especially important in how we identify opportunities, solve problems and collaborate with others.

*It's not what we don't know that hurts,*
*it's what we know that ain't so.*

Will Rogers
Why has EI been receiving so much interest?

- Relationship building is key to becoming a strong managerial leader.
- Managerial leadership is dynamic and demanding. More is being asked of managers as organizations become less hierarchical and authoritative and more flatter and democratic.
- Managers are expected to function effectively in a volatile and unpredictable global economy.
- Leaders at all levels MUST embrace a multitude of intelligences.
How Open Are You?

- We're seeing the shift from *transactional leadership* to *transformational leadership*.

- Managers must change from transacting with staff to creating a shared vision, enrolling staff, inspiring and motivating them, sharing power and decision-making, functioning as catalysts to change, and being human and open.

- This means revealing yourself and stripping away the facades of managerial position. To do this requires the individual to look inside and begin to develop the emotional side.

*Something we were withholding made us weak, until we found that it was ourselves.*

Robert Frost

Emotional Intelligence
Questions for Reflection

- What does the word *emotions* mean to you?
- Do you believe that emotions interfere with good judgement? Why?
- If not, why?

*Our emotions inspire us.*
*They round out our judgement.*
*They enrich us.*

James Taggart
One of the biggest impediments to effective decision-making today is that all the literature and all the consultants have recommended that emotion and passion be taken out of management. They think that strategy is a purely analytical exercise. C.K. Prahald (University of Michigan)

Perhaps the most irrational assumption we can make is assuming that people should behave rationally and unemotionally. Dean Tvosjold (Simon Fraser University)

At the end of every road you meet yourself.

S.N. Behrman
Some experts (e.g., Daniel Goleman) believe that IQ only contributes about 20% to success. The rest is EQ. This is why we see people who may not possess high IQ but who are in managerial positions, and who are in charge of intellectually intelligent people.

Emotional intelligence is mostly learned, whereas IQ is essentially fixed after our teens.

Goleman speaks of five competencies of emotional intelligence. The first three deal with personal competence, and determine how we manage ourselves. The last two address social competence, and determine how we handle relationships.
**Personal Competence**

1. **Self-Awareness:**
   - Being aware of our moods and emotions and their effect on others, and what motivates us. Understanding our strengths and weaknesses. Having a strong sense of our self-worth and abilities. Accepting feedback readily and learning from experience. Being reflective.
   - **Hallmarks:** self-confidence, realistic self-appraisal, self-deprecating humor

2. **Self-Control:**
   - Being able to control or redirect our impulses and emotions, and to hold off from making judgements (thinking before acting.) Maintaining a high standard of honesty and integrity (trustworthiness). Accepting responsibility for our behavior. Demonstrating adaptability and innovation. Thinking clearly and staying focused under pressure. Admitting mistakes.
   - **Hallmarks:** trustworthy, integrity, openness to change, comfortable with uncertainty

Emotional Intelligence
3. **Motivation:**

- A passion for one's work (it's not just about money). A drive to excel and to pursue one's dreams. Having a big picture perspective. Showing commitment and persistence in achieving one's dreams. Maintaining an upbeat attitude despite obstacles and being results-oriented. Mobilizing others to pursue common goals. Championing change and acting as a catalyst to effect change.

- **Hallmarks:** achievement, optimism, commitment to the organization

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**Social Competence**

4. **Empathy:**

- Ability to sense others’ feelings and showing interest in their problems. Helping others learn to grow. Identifying and acting on opportunities by working with diverse people. Having a good sense of the power relationships and a group’s collective emotional state (political awareness). Mentoring and coaching others. Service to the organization and the community. Challenging intolerance and prejudice, and valuing diversity.

- **Hallmarks:** developing and retaining talent, sensitivity to cultural concerns, commitment to client service.
5. Social Skill:

- Demonstrating strong skills in managing relationships and forming networks. Handling conflict situations competently, and nurturing and building relationships. Seeking win-win situations. Collaborating with others to achieve common goals. Initiating change, and rallying people to move forward. Inspiring and guiding people towards a collective vision. Leading by example, and stepping forward to lead.

- **Hallmarks:** leading change, persuasiveness, effective team builder and leader.

*Effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence.*

Daniel Goleman

- Where are you strongest in the five competencies?
Take a few minutes and think of a few key learning experiences in your life.

a) What were these experiences?

b) Were any of them work related?

c) Were they all (or mostly) related to real life experiences?

d) Did they contribute to improving your EI?
Self-awareness is the foundation to leadership growth. Unless we take the time for critical self-reflection, it’s difficult to initiate true personal change.

How we view the world affects how we interact with others, and is distorted by our mental models – call it our leadership lens.

Our mental models are formed and cemented as we go through adulthood. They’re formed from our assumptions, values and beliefs. Therefore, if we want our leadership lens to be as unobstructed as possible, we must take the time to understand ourselves.
- It's often referred to as our sixth sense. Some people see it as a synonym for our subconscious or instinctiveness.

- What makes intuition unique is that it perceives things without relying on the other five senses (touch, sight, smell, hearing, taste).

- In an organizational context, it has been dismissed because it’s not based on facts. Intuition has been a largely ignored and rejected element of decision-making. Traditionally, leaders who admitted to using intuition were ignored or laughed at.
Intuition sees the world in wholes. When we use reasoning, we break down the world into discrete pieces to analyze.

If you find yourself saying "If this happens, what will then occur?" then you're using reasoning, not intuition.

When your intuition is highly developed, you don't have to work to turn it on, it stays on. It flows. It becomes part of the way your heart and senses relate to every experience and circumstance.

Robert Cooper
When we empathize, we’re not sympathizing. There's a big difference between the two.

Stephen Covey explains it beautifully in his 7 Habits of Highly Effective people: *Seek first to understand, then be understood*

Until you understand from where the other person is coming, it's very difficult to win them over with your view, or to get them to understand something.

The Centre for Creative Leadership has found through its leadership research that the primary reasons why managers "derailed" from their jobs was a lack of empathy and sensitivity for others.
The more we trust ourselves and others, the more successful we'll be at work and in our private lives.

Trustworthiness is built on honesty. To achieve this requires that we connect emotionally with others.

Man fred Kets de Vries from INSEAD (France) states: *If there is no sense of trust in the organization, if people are preoccupied with protecting their backs... creativity will be one of the first casualties.*

Trust building starts at the top. Senior management must model what it is it wishes to see develop in employees. It must practice openness and honesty in all of its interactions.
Trustworthiness Exercise

- Draw a circle and write inside it all the names of those people you trust completely. What’s the result?
- Next, meet one-on-one with these people and ask them if you’re in their circle of trust. If you’re not, find out why. What do you have to do to improve? Reciprocate by explaining whether this person is in your circle of trust.
- This exercise takes courage, but it will yield valuable insights. It's like creating a dialogue with your peers. It's especially valuable for managers to do this exercise.
- If this exercise seems foolish, think about what the impact that trust has on improving corporate performance. If people are unable to openly question the status quo, then creativity and innovation are hindered.
The Fourfold Way

Author Angeles Arrien's four principles to leading whole and balanced lives fit well with EI. Following these principles will enable us to heal ourselves and others:

- *Show up or choose to be present.* This enables us to access power, presence and communication. This is the way of the *Leader* (Warrior).
- *Pay attention to what has heart and meaning.* Doing this opens one to love, gratitude, acknowledgement and validation. This is the way of the *Healer*.
- *Tell the truth without blame or judgement.* This maintains one's authenticity, in turn facilitating the development of vision and intuition. This the way of the *Visionary*.
- *Be open to outcome, not attached to outcome.* Being open to new ways and ideas enables use to acquire wisdom and objectivity. This is the way of the *Teacher*.
Arrien’s four “archetypes” make up the whole person (leading, healing, visioning, teaching). Reflect on these questions is an important regular activity.

To develop my inner leader:

- Who are the leaders who have inspired me?
- What have been my greatest challenges? How have I handled them?
- Where have I shown leadership?
- Where do I lose power?
- When do I stand up for myself?
- Are my words aligned with my actions?
- How do I show honor and respect to myself and to others?
Activities

- **Find an EI Mentor**, someone who is strong in human relation skills, self-awareness, empathy. Work with him or her to identify areas you wish to strengthen. Create an action plan with milestones.

- **My level of EI Today & in the Future**
  1. Use the following exercise to assess where you are today with EI and where you see yourself in the future (eg, five years from now). Ask yourself:
  2. What elements of EI am I strong in?
  3. How well do I know your co-workers: strengths, weaknesses, talents and interests?
  4. How well do they know me?
5. To what extent do I trust people unconditionally?
6. To what extent do my co-workers and/or staff trust me unconditionally?
7. Do I have hidden agendas and use manipulation to get my way?
8. What am I doing to make my workplace a more humane place in which to work?
9. Do I love life?

Before you can lead others, before you can help others, you have to discover yourself.

Joe Jaworski
Developing our EI requires a deep and sustained personal commitment. But it will pay off as we learn how to adapt more readily to change, interact effectively with and lead others, and deal with crises at work and at home.

Micheal Eisner, CEO of Walt Disney (1984-2005), said: 
*Being in connection with our emotional depths is critical to releasing our most powerful and creative forces. Denying this deeper level leads to disconnection....people lose touch with aspects of who they are. The result tends to be vulnerability, fear and denial, as well as superficiality, falseness and a mistrust of intuition, all of which can get in the way of deep, creative expression.*
A Last Comment

- I hope this e-workbook has helped increase your understanding of what EI encompasses and its critical importance to effective leadership, whether we're talking from a position of power or from down in the organization.

- Take some time in the coming weeks to reflect on the information and questions I've presented. Check out some of the books on the resource page.

- The best way I think to approach EI is to see it as a continuous journey, one where you're continuously striving to learn more about yourself and where you're putting into practice what you learn and discover. JT
Resources


Your first and foremost job as a leader is to take charge of your energy and then to help orchestrate the energy of those around you.

Peter Drucker
You never conquer the mountain. You only conquer yourself.

Jim Whitaker
(Climbed Mount Everest)
It is not the strongest of the species who survive, nor the most intelligent, but the one most responsive to change.

Charles Darwin
See You Again!

Max and I wish you the best in your leadership journey.
Jim Taggart has worked for the federal government for 28 years, during which time his career has spanned labour market analysis, innovation policy and competitiveness, knowledge management and leadership development. He has been a student of leadership for over 15 years, and devoted over a decade to applied work in leadership development, organizational learning and team building.

As a recognized thought leader Jim has participated in, including initiating and leading, many change management projects that dealt with downsizing, restructuring and departmental mergers.

He has masters degrees in economics and leadership and organizational learning. His Master’s thesis was on the topic of shared leadership and entitled A Leap of Faith. Jim’s passion for continuous learning and sharing with others extends to his belief that leadership resides at all levels of organizations and communities.

Jim lives in Ottawa, Canada, with his wife, Sue. They have four adult children and two granddaughters. His blog http://ChangingWinds.wordpress.com examines leadership and political issues, and his website http://www.LeadershipWorldConnect.com is recognized as a source of comprehensive information on leadership and team learning.