



A Workshop on

Achieving Leadership Success through People

Presented Dec 17, 2009 to PE-NC

**Presented by Rich St Denis (678) 523-8462
richstdenis@earthlink.net**

What Makes for Consistently Great Performers and Great Leaders?

Studies covering the past 25 years reveal:

- ◆ **Good IQ + High Emotional Intelligence = Great Performance**

Module 1:

What is

Emotional Intelligence



We are Capable of Several Forms of Intelligence

- ◆ **Analytical (Math and Logic) Intelligence**
- ◆ **Linguistic Intelligence**
- ◆ **Artistic Intelligence**
- ◆ **Physical Intelligence**
- ◆ **Emotional Intelligence (EI or EQ)**

An Overview of Emotion and EI

1. There are many forms of intelligence.
2. Emotions are always “on.”
3. Emotions come and go quickly.
4. Emotions have a purpose:
 - React to situations and stimuli.
 - Provide information to us about our current state.
 - Motivate action to help us to survive and thrive.

What is Emotional Intelligence?



You



Others

**EI is being smart and effective
about emotions –
your own and those of others.**

What is Emotional Intelligence?



You



Others

It includes

- Understanding how emotions work**
- Seeing and sensing what emotions people feel**
- Controlling unhelpful emotions**
- Influencing helpful emotions**

Why EI Matters to PEs and Leadership Success

**Nothing great was ever accomplished
without the power of emotions behind it.**

***What is your level of Emotional
Intelligence?***

The Good News

- ◆ We can grow and develop our EI.
- ◆ We can retrain ourselves to control our destructive emotions.
- ◆ We can learn how to influence constructive emotions.

The Competencies of EI

	Understanding Emotions	Managing Destructive Emotions	Influencing Constructive Emotions
<i>Social Mastery Skills</i> →	Understanding the Emotions and Emotional Needs of Others	Defusing the Destructive Emotions of Others	Influencing Constructive Emotions in Others
<i>Self-Mastery Skills</i> →	Understanding Your Own Emotions and Emotional Needs	Controlling Your Own Destructive Emotions	Influencing Constructive Emotions in Yourself

Module 2:

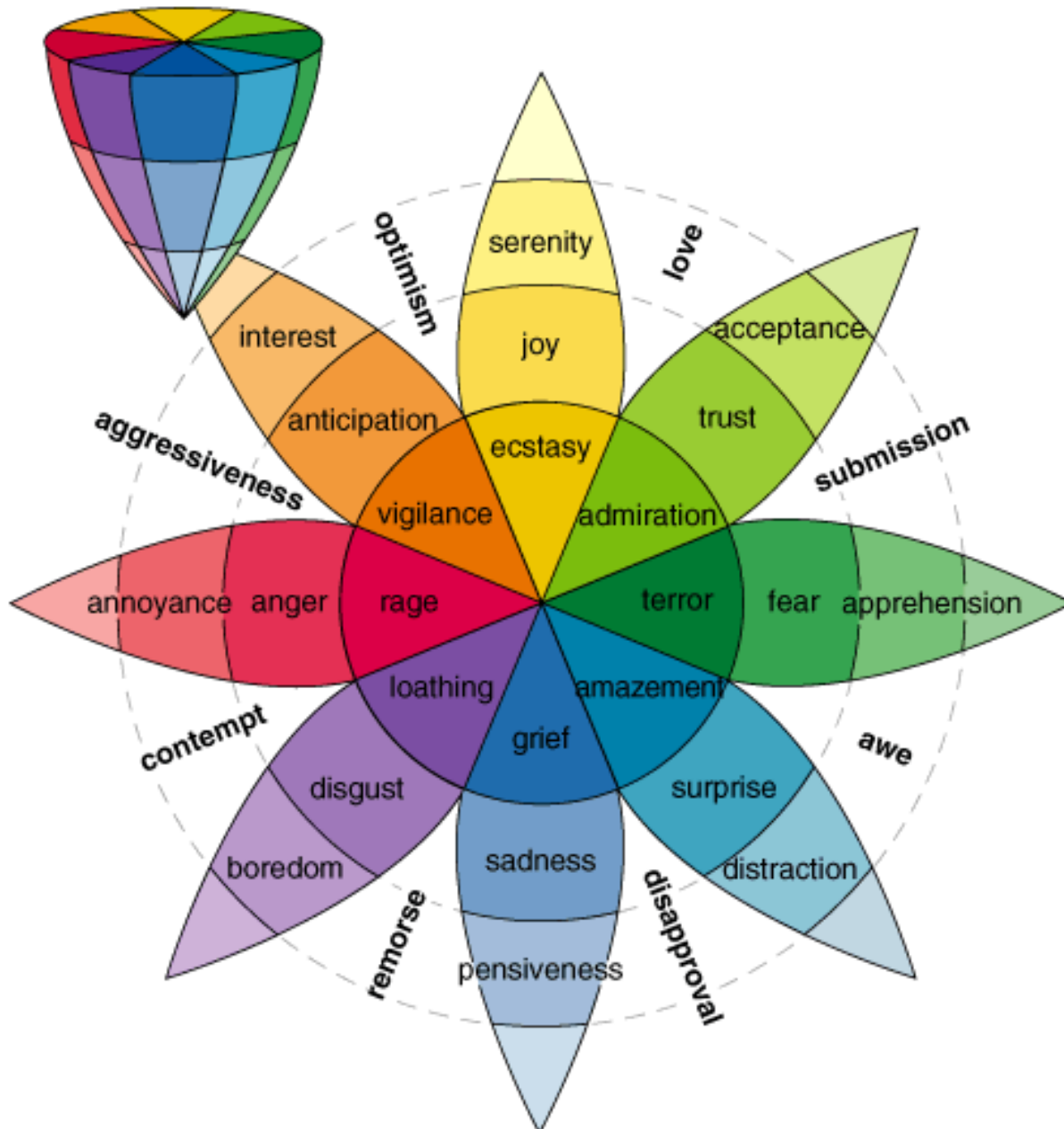
How to Develop Your Emotional Intelligence



How to Become Smarter about Emotions

There is a logic underlying how emotions work.

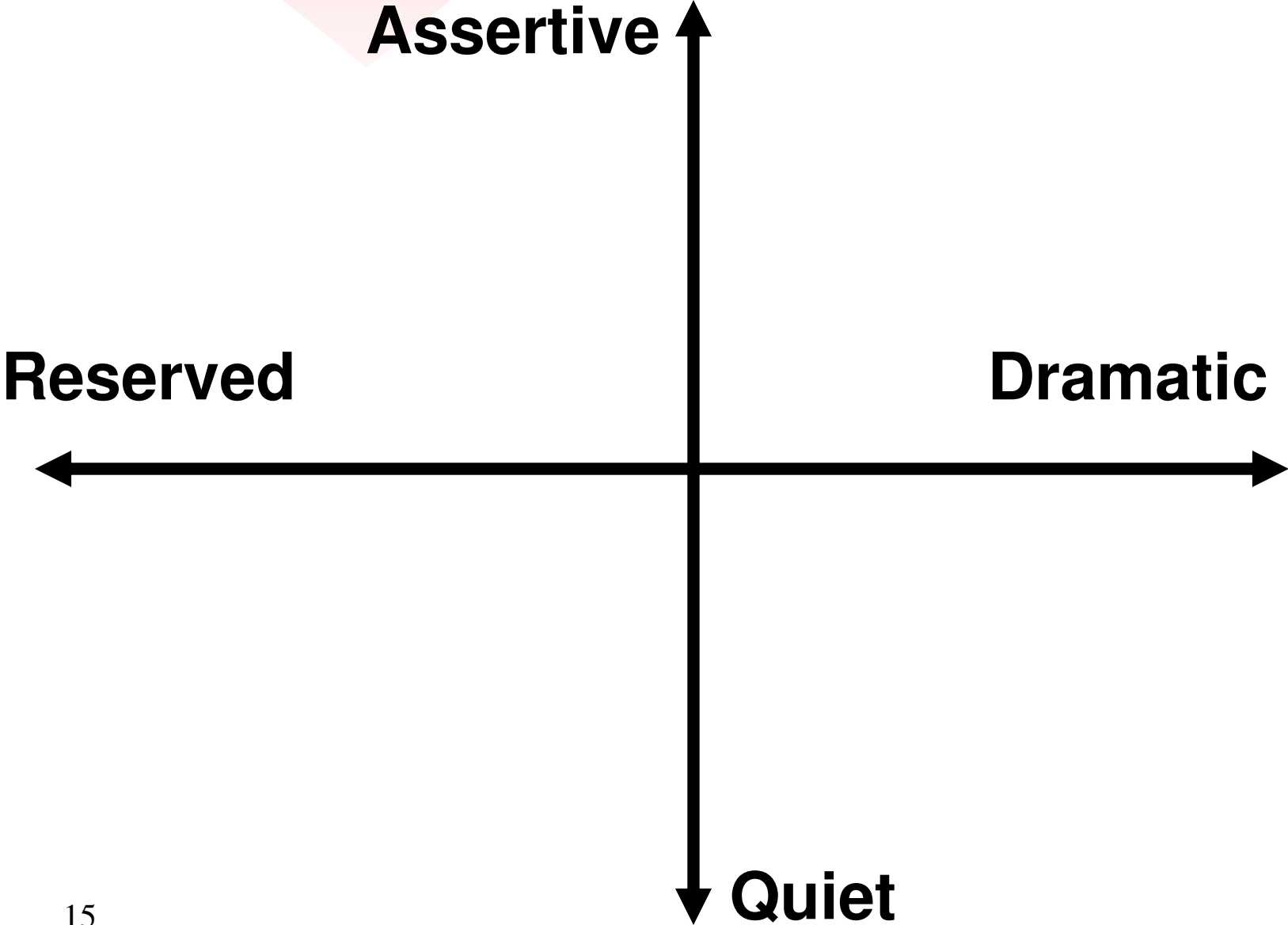
Plutchick's Emotional Circumplex



13 American Scientist Magazine of Sigma Xi, The Scientific Research Society. (Adapted from Kereiva et al, 1999).

stimulus event	cognition	feeling state	overt behavior	effect
threat	"danger"	fear	escape	safety
obstacle	"enemy"	anger	attack	destroy obstacle
gain of valued object	"possess"	joy	retain or repeat	gain resources
loss of valued object	"abandonment"	sadness	cry	reattach to lost object
member of one's group	"friend"	acceptance	groom	mutual support
unpalatable object	"poison"	disgust	vomit	eject poison
new territory	"examine"	expectation	map	knowledge of territory
unexpected event	"what is it?"	surprise	stop	gain time to orient

Four Emotional Styles



Four Emotional Styles

Direct Style

Results

Get things done.

Spirited Style

Variety and Creativity

Get creative.

Systematic Style

Precision

Get things right.

Considerate Style

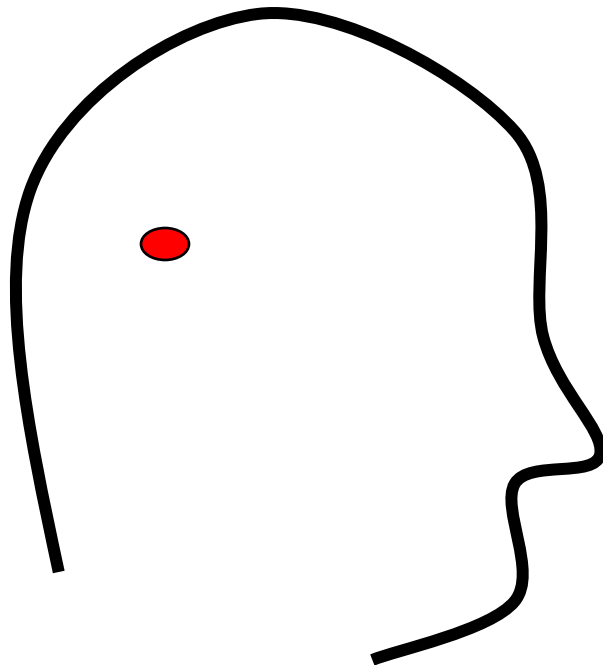
Relationships

Get along.

Our brain and body are not designed to handle distressing situations tactfully.

Amygdala

Hijack



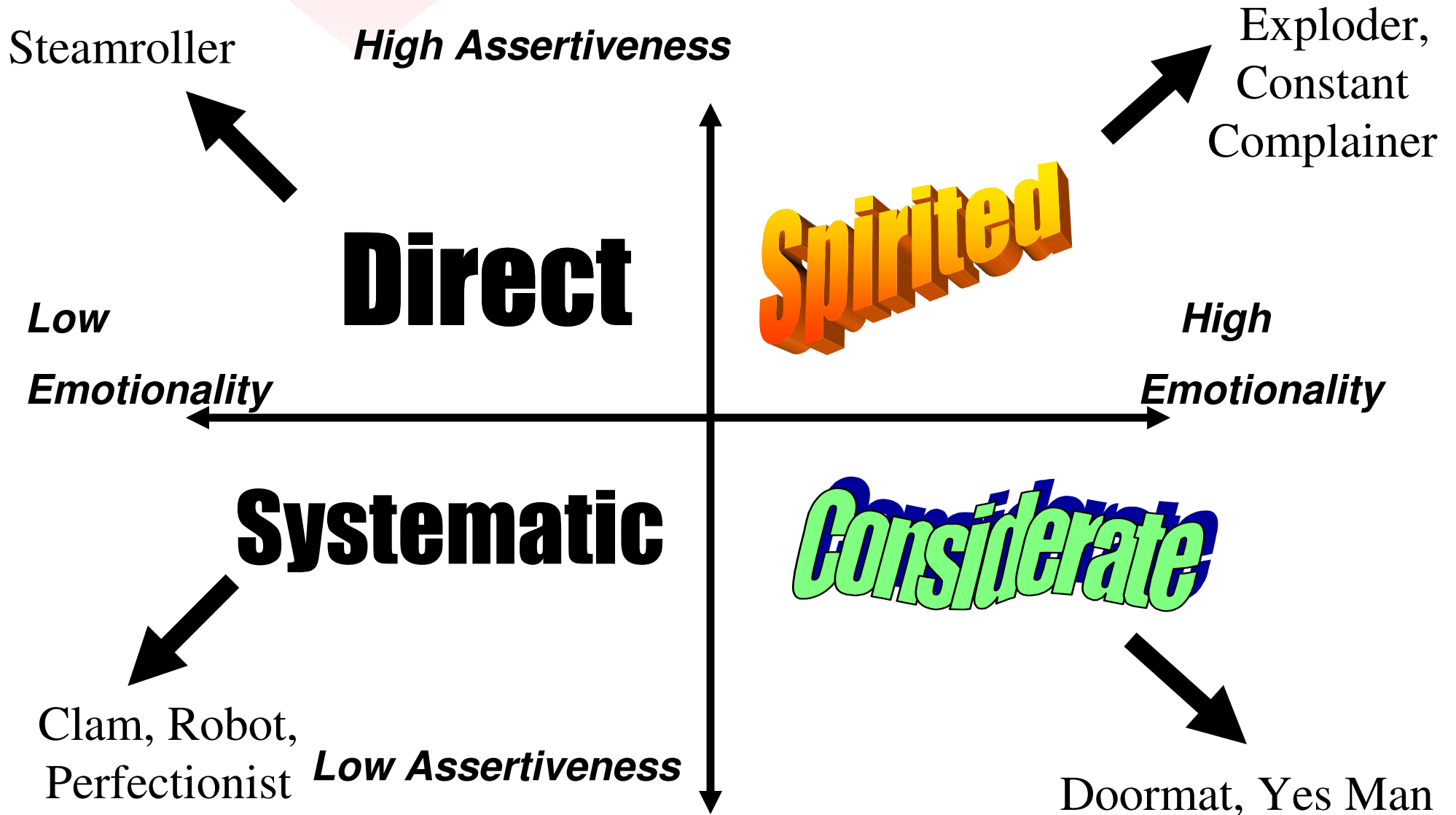
During distress, we are designed for survival—a rapid, uncontrolled emotional response!

fight or flight !!!

During an Amygdala Hijack--

- ◆ Our bodies want us to take the **low road of impulsive, emotional reaction**
- ◆ But we should try to delay our response and choose the **high road of reason.**

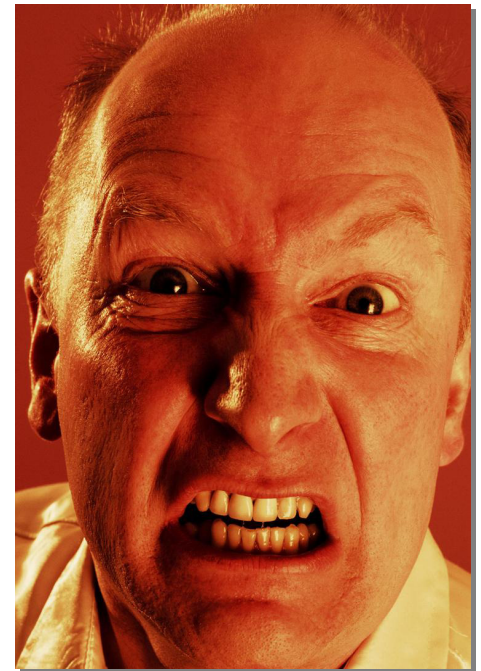
We May Become Difficult Emotionally



How to Control Your Destructive Emotions and Behaviors

**Anticipate & plan to control them
When “losing it”**

- Slow down your responses**
- Listen, don’t talk**
- Choose to respond,
rather than react**

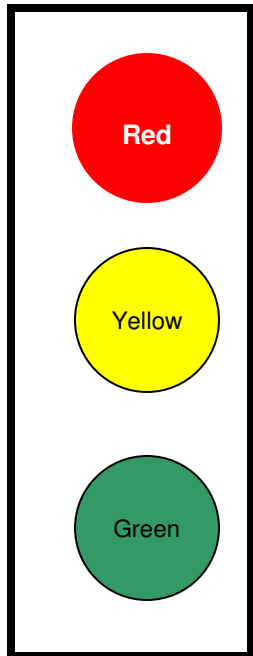


When losing control--

Name the emotion

Right now I am feeling _____ and _____.

Use Red-Yellow-Green Light to Control Your Destructive Emotions



If you start to “lose it”--

Stop

Slow your response.

Count to 10. Listen. Reframe.

Feel

Tap into your feelings +

+ Think

Think through your options.

Act

Choose your response

Speak & act responsibly.

Slow things down.

Breathe. Count from 10 to 1. Say the A-B-Cs....backwards.

Reframe the situation. Stay positive.

Drink some water.

Go for a walk.

Say a prayer.

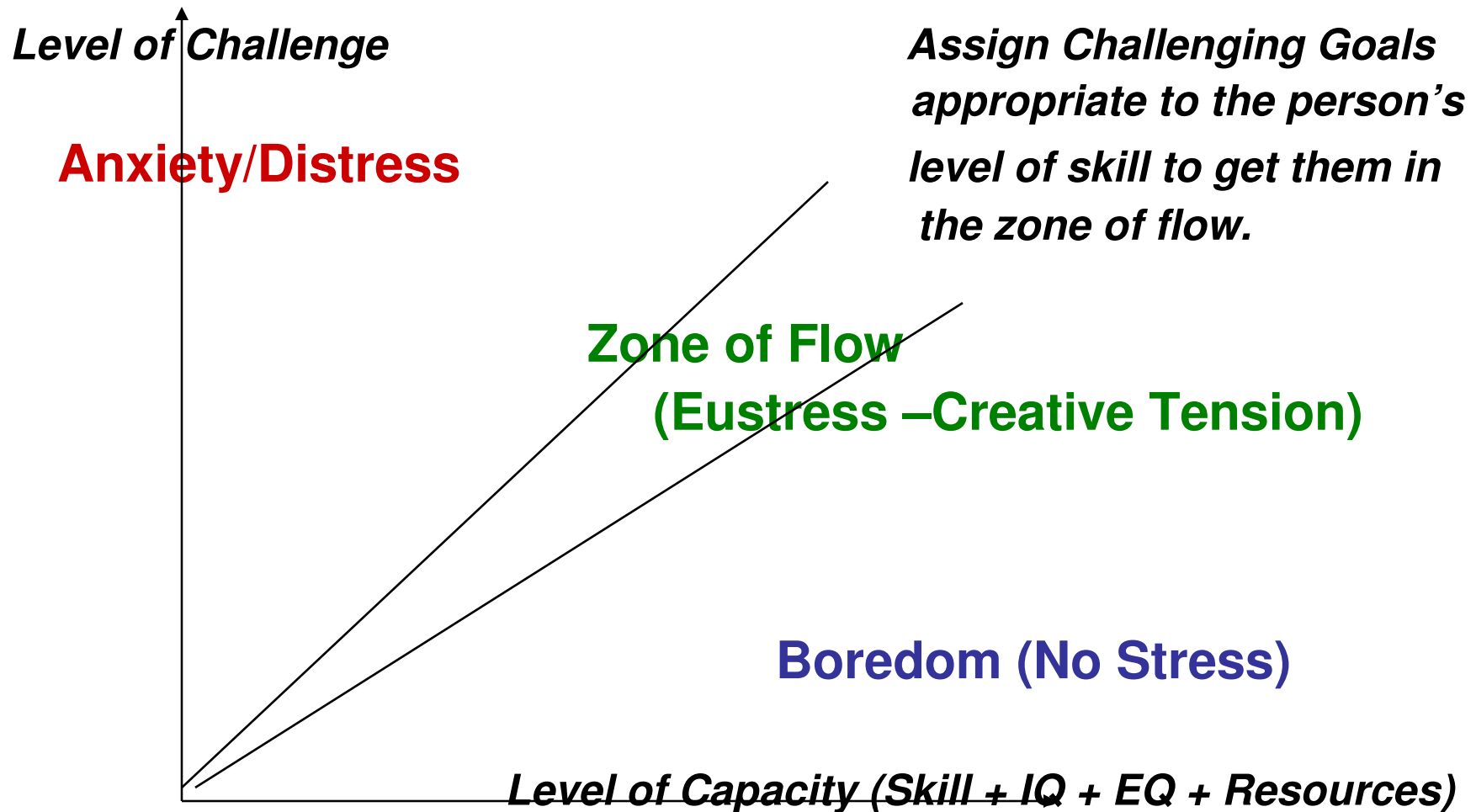
How to Influence Constructive Emotions

- 1. Understand how certain emotions drive behavior.**
- 2. Display the emotions you want to see.**
- 3. Reframe your perspective.**
- 4. Tell an emotional story**
- 5. Set goals**
- 6. Take action**

Stay Motivated ... especially in Tough Times

- ✓ **Stay positive.**
- ✓ **Reframe negatives into positives.**
- ✓ **Use positive self-talk. (*I can do it!*)**
- ✓ **Set SMART goals to keep going.**
- ✓ **Study successful people who endured**

Use Challenging Goals to Motivate

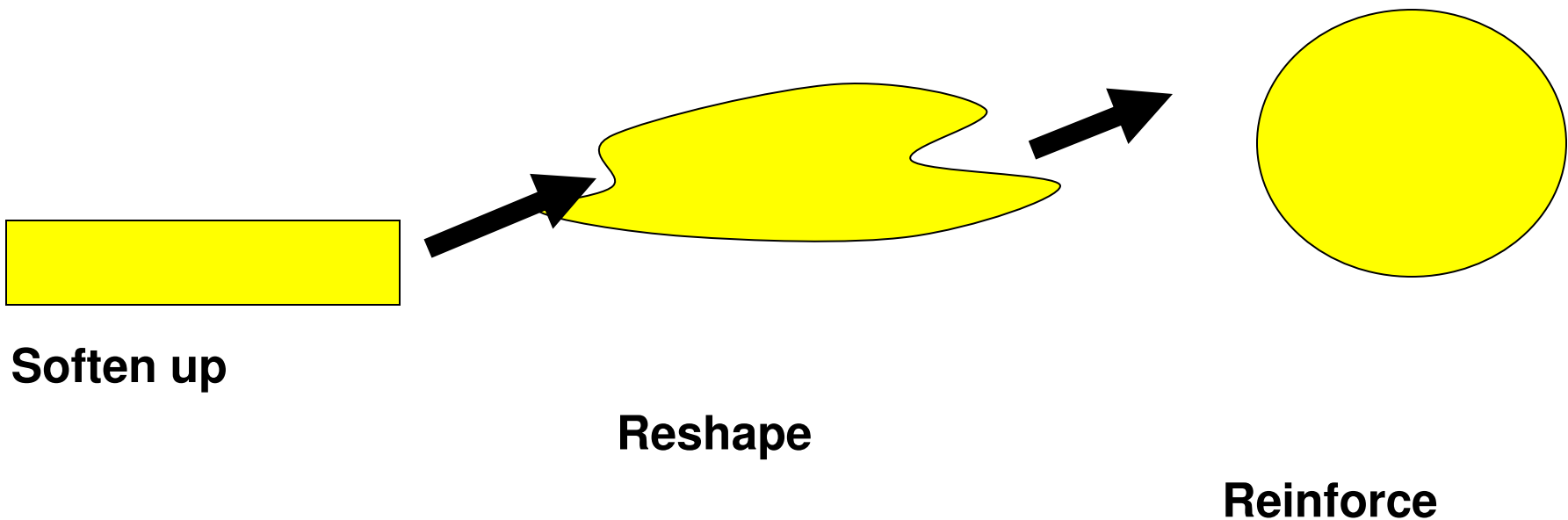


How to Influence a Positive Change

Original stage

Transition stage

New stage



Why People Resist Change

- ◆ **Satisfaction with the status quo**
- ◆ **Fear of losing something valuable in the change**
- ◆ **Frustration that their needs/wants weren't considered**
- ◆ **Suspicion about the need or benefits of the change**
- ◆ **Suspicion of being exploited**
- ◆ **Lack of trust in the change plan or change leaders**
- ◆ **Uncertainty about the end state or the change plan**

Influence Resistors and Refusers in an Emotionally Intelligent Way

- ❑ Assess the reasons for their resistance.**
- ❑ Don't over-react to their resistance.**
- ❑ Trigger the right emotions to soften up resistance:**
 - Increase trust in you, the change agent.**
 - Increase discomfort with the current state.**
 - Promote acceptance, belonging, importance.**
 - Develop comfort by generating peer support.**
 - Generate excitement for the vision.**
 - Generate pride by orchestrating successes.**

Understand and Handle **Conflict**



Conflict is any disagreement, dispute or discord in which our needs or concerns are threatened. It is a dangerous opportunity. It can be destructive or constructive.

How to Handle Conflict

1. Defuse the Tension and Get Information:



Absorb what they say and feel

Ask for more input from them

Acknowledge what they say and feel

Agree with something they say

How to Handle Conflict

2. Give Information

Assert yourself tactfully

I believe....



3. Seek win-win

Act together to find a solution

What can we agree to?

State Your Position Tactfully Using an “I” Message W-I-B-I

Whenever I see....

I feel

Because....

I'd prefer to see

How to Deliver **Bad News**

Use the Indirect Approach to avoid causing an emotional hijack in your audience

- ◆ Start with a buffer
- ◆ State the facts
- ◆ State reasons for bad news
- ◆ Deliver the **bad news**
- ◆ Describe positive options (if any)
- ◆ Close positive

Resolve to Keep Growing

- ◆ **Become a student of EI and leadership**
- ◆ **Create a self-development plan.**

- ◆ **Volunteer to lead**
- ◆ **Learn from your experiences**
- ◆ **Get feedback on how you did**

- ◆ **Use a spotter, coach, mentor**
- ◆ **Get help from your manager**



How to Develop Your Emotional Intelligence

- ◆ **To develop emotional intelligence, we must engage our heads and our hearts.**
 - **We must really, truly want to change.**
 - **We must link the changes we seek to our dreams for the future, our passion for life, our values & our beliefs.**
 - **We must create a vision of a future “self” and know how that vision is different from our current state.**



Thanks for attending

--Rich St Denis

