



# LEADING WITH EMOTIONAL INTELLIGENCE



University of  
Massachusetts  
Global A nonprofit  
affiliate



# TODAY'S SPEAKER IS...





**ELISE BOGGS MORALES**

*Consultant, Speaker, Leadership Coach and University Professor*





# LEARNING OBJECTIVES

- What is Emotional Intelligence?
  - What does a lack of Emotional Intelligence look like?
  - The Four Quadrants of Emotional Intelligence
  - The 26 Competencies of Emotional Intelligence
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- 



# OPENING EXERCISE

Think of someone who has had a significant influence in your life either professionally or personally.

**On a piece of paper, write down 3 characteristics of that person.**





# What is Emotional Intelligence (EI)?

# EI Defined

Emotional Intelligence is the ability to be aware of our own emotions and those of others, *in the moment*, and to use that information to manage ourselves and manage our relationships.



# Why EI?



**90%** of top performers have high EI

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EI is responsible for **58%** of your job performance

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People with high EI make **\$29,000** more annually than their low EI counterparts



# What Does a Lack of EI Look Like?





**Bully / Tyrant**

**Angry / Hostile**

**MICROMANAGER**

**Emotionally Immature**

WHAT DOES A  
LACK OF EI  
LOOK LIKE?

# The Impact On Self



Difficulty in:

- Conveying ideas
- Working in teams
- Getting people to trust them
- Inability to understand other's emotions
- Inability to control one's emotions



# The Impact On Self



- Lack of engagement
- Low morale
- Sick days
- Lost productivity
- Loss of authenticity and safety



# Can EI Be Learned?



**EI is a behavior-based competency,  
so it can be learned!**



ASSESSMENT



TRAINING



PRACTICE



FEEDBACK



# The Four Quadrants of EI

	Self	Other
Awareness	<b>Self-Awareness</b> <i>What are you feeling?</i> <i>How did these feelings arise?</i> <i>What information do they carry?</i>	<b>Social Awareness</b> <i>What are they feeling?</i> <i>How did those feelings arise?</i>
Actions	<b>Self-Management</b> <i>How do you want to feel?</i> <i>What do you need to do in order to feel that way?</i>	<b>Relationship Management</b> <i>How do you want them to feel?</i> <i>What do you need to do in order for them to feel that way?</i>





# THE 26 COMPETENCIES OF EI

Emotional Self-Awareness	Resilience	Powerful Influencing Skills
Accurate Self-Assessment	Stress Management	Conflict Management
Personal Power (Assertiveness)	Personal Agility	Inspirational Leadership
Integrity	Intentionality	Catalyzing Change
Innovation & Creativity	Empathy	Building Bonds
Initiative & Bias for Action	Organizational Awareness	Teamwork and Collaboration
Achievement Drive	Service Orientation	Coaching and Mentoring Others
Realistic Optimism	Communication	Building Trust
	Interpersonal Effectiveness	
	Behavioral Self Control	



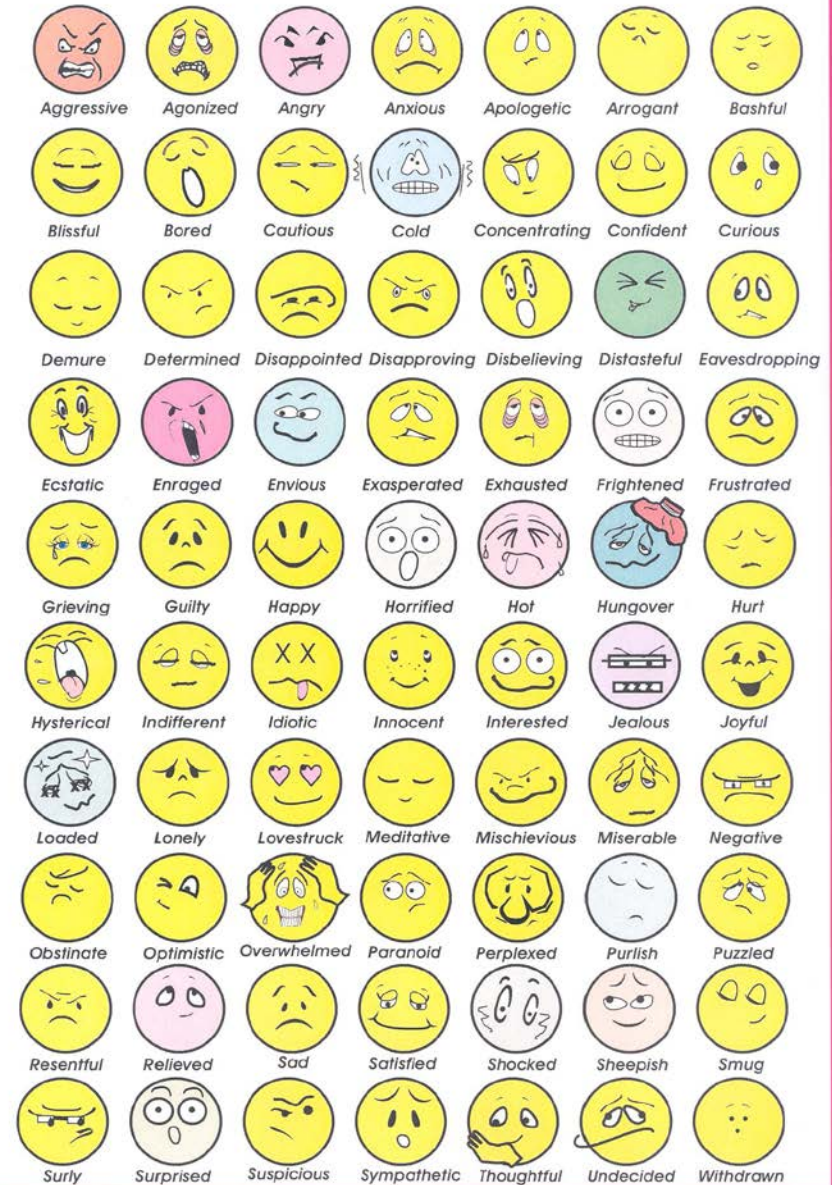
# Self-Awareness

Noticing and being able to label your feelings, emotions, and “gut-level” instincts or reactions; being able to connect these to their source; recognizing the effects on your mind and body; using your feelings as a valuable source of insight and info about yourself, others and the situations around you.



# Emotional Self- Awareness

## How Do You Feel Today ?



Prepared by The National Institute of Corrections



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# Self-Management

Keeping disruptive emotions  
and impulses in check



# Behavioral Self-Control



Trigger



Thought



Feeling



Reaction





***“Do not let what you cannot  
do interfere with what you  
can do.”***

-John Wooden

**Stress Management**





A graphic of a spiral-bound notebook with a black metal spiral binding at the top. The notebook is open to a white page. The page is divided into two columns by a vertical line. The left column is headed 'THINGS I CAN'T CONTROL' and the right column is headed 'THINGS I CAN CONTROL'. The word 'SITUATION:' is written in red at the top left of the page. The notebook is set against a light gray background with a dark gray diagonal shape in the bottom right corner.

## **SITUATION:**

**THINGS I CAN'T  
CONTROL**

**THINGS I CAN  
CONTROL**



# SOCIAL/OTHER AWARENESS

Awareness of  
others' feelings,  
needs, and  
concerns

# What is Empathy?

The ability to put yourself in another's shoes and make a connection. The goal of empathy is connection.

One of the most important and misunderstood of all the EI skills:

- Perspective taking
- Staying out of judgement
- Acknowledging emotion in another person
- Communicating that
- Being “with” people



<https://www.youtube.com/watch?v=1Evwgu369Jw>



# What Empathy is Not

Different than sympathy

**Empathy** fuels connection, sympathy drives disconnection

**Sympathy** can feel patronizing, “feeling sorry for someone”

**Giving advice** or fixing it

Saying “**at least**”

Instead, empathy stands next to the person, acknowledges what the person is feeling, and says “I’m with you”



# THINGS TO SAY WHEN YOU DON'T KNOW WHAT TO SAY

*"I hear you"*

*"It sounds like you are feeling  
\_\_\_\_\_, what can I do to help?"*

*"I'm not sure what to say right now,  
but I am so glad you told me."*

*"I'm in your corner."*

*"I can't imagine how challenging  
that must be."*





# RELATIONSHIP MANAGEMENT

adeptness at  
inducing desirable  
results in others



# Building Trust

Being trustworthy and ethical when working and relating to others; ability to establish a bond of trust with others.



# THE TRUST EQUATION

 ( CREDIBILITY ) + ( RELIABILITY ) + ( INTIMACY )

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( SELF-ORIENTATION )



= TRUSTWORTHINESS

Source: Charles Green "The Trusted Advisor"

# A Real Case Study of Emotional Intelligence



# The Impact of EI on You

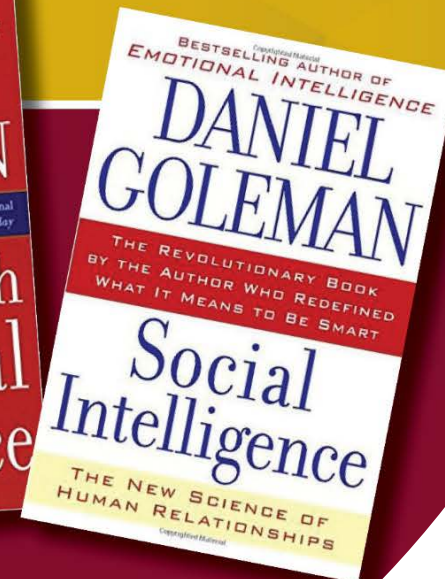
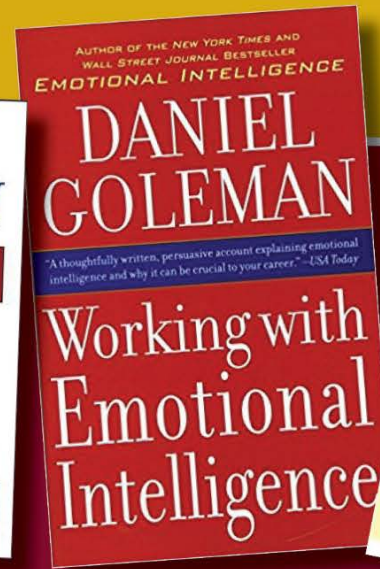
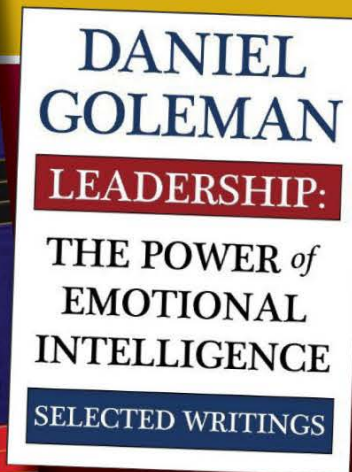
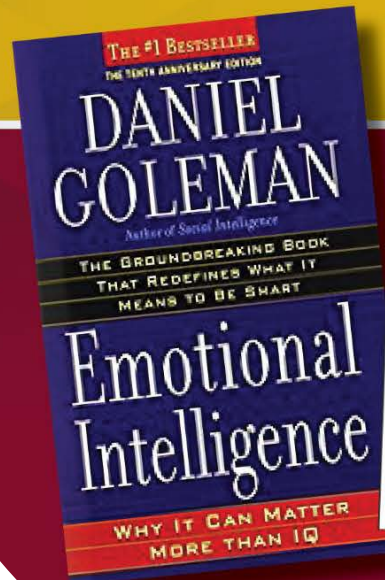
IQ	TECH	EQ/I





"IN A STUDY OF OVER 200  
GLOBAL COMPANIES, EMOTIONAL  
INTELLIGENCE WAS FOUND TO BE  
TWICE AS IMPORTANT AS IQ AND  
TECHNICAL SKILLS FOR JOBS AT  
ALL LEVELS."

- DANIEL GOLEMAN, PH.D.



# QUESTIONS & ANSWERS



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