Great Leadership?  
Got Emotional Intelligence?

Ernie Anderson  
Ernest R Anderson Jr Consulting Inc
Impact of Leadership Skills

• A story
  • The Story Factor – Annette Simmons
• Moving from the technical skills to the relational skills
• I’m still a learner
• Use of a consultant
• Emotional Competency Inventory
• Now I am a consultant
“Given a choice between changing or proving that it is not necessary, most people get busy with the proof.”

John Galbraith
Managers

• Preserve order
• Administrate
• Are a copy
• Imitate
• Focus on systems and structures
• Have a short range view
• Ask how and when
• Accept the status quo
• Do things right

Leaders

• Create movement
• Innovate
• Are an original
• Originate
• Focus on people and feelings
• Have a long range view
• Focus on what and why
• Challenge the status quo
• Do the right things
Vision—Where we should go—Cast by the leadership, owned by the employees

Relationship—Whom shall we bring—Developing and equipping employees

Programs—How shall we get there—Functional attempts to provide opportunity

Management—What’s the structure—Administering resources, decisions, culture

When **Vision** is driving, **Relationship** rides alongside; **Management** and **Program** are always catching up.

When **Management** is driving, **Program** rides alongside; **Vision** and **Relationship** are always left behind.
Leadership Skills in Action

• Leadership challenges process – Move from a pharmacy cost center to a pharmacy revenue center.
  • Management changed when crisis hit
    • Lewin “Crisis will unfreeze process”
    • “Never waste a good crisis”

• Persuasion – Jay Conger “The Necessary Art of Persuasion”
  • Listening and Understanding others’ perspectives
  • Relationship building – takes time – 6 months – 1yr
  • Know the WIIFM for each stakeholder
  • Know skills – bring in expert
    • Financial Analyst
    • Lends credibility
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<tr>
<th><strong>Strong</strong></th>
<th><strong>Weak</strong></th>
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<td>Investigate colleagues’ concerns about issues beforehand. Network beforehand to ensure support. Involve others who have stronger relationships to persuade your case.</td>
<td>Network before to ensure support. Involve others who have stronger relationships and expertise to persuade your case. Involve outside expert and credible references that validate your position. Seek early proofs/successes/prototypes of your position beforehand as confirming evidence.</td>
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<th><strong>Expertise</strong></th>
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<td>Persuade directly using techniques of framing, compelling positions/evidence, and emotional connection.</td>
<td>Involve outside experts to validate. Bring in externally validated evidence (e.g., market research, consultants’ reports). Create pilots/prototypes/mini-successes that prove your position.</td>
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**Credibility Tactic Grid**
High-Impact Leaders

• Powerful Conversations – Tower of Power
  • Advance a clear agenda – create a shared vision
  • Capture their agenda through listening
  • Discuss undiscussables
  • Agree on an action plan
• Leaders are judged on what they say and what they do
  • Breeds Trust
  • Explicit, consistent, concise and authentic
  • Follow through
• Lack of clarity is dysfunctional
The Say/Do Matrix

Positive

Say

Do

Inaction

Don’t Say

Action

Don’t Do

Negative

Harkins – Powerful Conversations
High-Impact Leaders

• Trust – the Emotional Bank Account
• Grow and become more impactful
• Clarify all parties understand the exact commitments made
• Engage in follow-up conversations to track needs and wants of others
  • Empathetic listening is the key
• Get outside expertise when necessary
  • Have Finance do the business plan or ROI
You Can’t Have Fruit Unless You Take Care of the Roots

- **Fruit**
  - (Results)
  - Quality
  - Productivity
  - Profit

- **Trunk and Branches**
  - (means)
  - Cooperation
  - Communication
  - Commitment

- **Roots**
  - (Source)
  - Character
  - Principles
  - Values

**Trust**

D.H.Groberg – Covey Leadership Center
The competence of *Trusted Influence* is a balance between commitment and empowerment. *Commitment* involves aligning shared goals with shared values. *Empowerment* is about displaying trust in others by delegating responsibility and inviting participation in decision making.
Riddle

A man leaves home takes three lefts and meets two masked men when he arrives back home.

Who are the two masked men?
2 masked men – the umpire and the catcher

We see the world not as it is, but as we are!
Working Group Matrix

- **Common ground**
- **Private**
  - (things I see & don’t want others to see)

- **Blind**
  - (things I don’t see, but others see)

- **Hidden**
  - (neither I see)

Jahyr
The Level 5 Hierarchy

Level 5 Executive
Builds enduring greatness through a paradoxical combination of personal humility plus professional will

Level 4 Effective Leader
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards

Level 3 Competent Manager
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2 Contributing Team Member
Contributes to the achievement of group objectives; works effectively with others in a group setting.

Level 1 Highly Capable Individual
Makes productive contributions through talent, knowledge, skills, and good work habits.
Personality preferences profile

- Myers Briggs (http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/)
- Strengths Finder (http://www.strengthstest.com)
- DISC (https://discprofile.com/what-is-disc/overview/)
Myers Briggs Temperament Indicator

• Favorite world: Do you prefer to focus on the outer world or on your own inner world? This is called **Extraversion (E)** or **Introversion (I)**.

• Information: Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning? This is called **Sensing (S)** or **Intuition (N)**.

• Decisions: When making decisions, do you prefer to first look at logic and consistency or first look at the people and special circumstances? This is called **Thinking (T)** or **Feeling (F)**.

• Structure: In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options? This is called **Judging (J)** or **Perceiving (P)**.

http://www.myersbriggs.org/my-mbti-personality-type/take-the-mbti-instrument/
Myers Briggs Temperament Indicator

http://www.myersbriggs.org/my-mbti-personality-type/take-the-mbti-instrument/
Strengths Finder
34 Themes (Handout)

Key Concept:
Strengths are a combination of your talent, knowledge, and skills.

- Talent: Naturally recurring patterns of thought, feeling or behavior that can be productively applied
- Knowledge: Facts and lessons learned
- Skills: The steps of an activity or the ability to conduct an activity

www.strengthstest.com
Strengths Finder

• We spend too much time focusing on our weaknesses and trying to make them stronger, rather than recognizing our strengths and trying to capitalize on them. Two incorrect assumptions:
  • That a person can become competent at anything if they are trained properly
  • That the greatest areas of “opportunity” or growth are in an persons area of greatest weakness.

• Correct assumptions should be made:
  • Each person’s talents are enduring and unique
  • Each person’s greatest room for growth is in their area of greatest strength
  • For something to be a strength, you must be able to do it consistently and predictably

• People excel by maximizing strengths, not by fixing their weaknesses.

http://www.strengthstest.com/strengthsfinder-20-access-code
Obstacles to Building One’s Strengths

• **Fear of weakness** – Excellence is reached only by understanding and cultivating strengths not focusing on weaknesses.

• **Fear of failure** – The process of “act, learn, refine, act, learn, refine…” is the essence of strong living.

• **Fear of one’s true self** – Your strengths seem very common to you and you don’t feel like you have anything that makes you unique. Your instinctive reactions are unique and set you apart.
Discovering your Talents

• Monitor your spontaneous, top-of-mind reactions to the situations you encounter.

• Also monitor these 3 things:
  • Yearnings – activities you are drawn to naturally
  • Rapid Learning – An ability to rapidly learn a new skill
  • Satisfactions – Doing something makes you feel really good or satisfied

• There are 33 million combinations of the top 5 themes, so it is unlikely you will meet anyone with the same themes in the same order.
Strengths Finder - 34 Themes

- **Achiever** - driven; constant need for achievement;
- **Activator** - Impatient for action; “When can we start?”; Must act as soon as decisions are made.
- **Adaptability** - Live in the moment; expect and respond well to new demands; flexible
- **Analytical** - “Prove it”; Insist on sound ideas; objective; Like data and patterns;
- **Arranger** - Like to be a “conductor”; enjoy managing variables and realigning them to find the perfect configuration; can change mind at last minute if new idea comes up
- **Belief** - Enduring core values; Often family-oriented, spiritual, value high ethics; Success more important than money and prestige
- **Command** - Take charge; easy to impose views on others; Fine with confrontation; Like things to be clear and up-front; May be labeled as intimidating or opinionated
- **Communication** - Like to explain, describe, host, speak in public and write; Take dry ideas and give them life; use examples, stories, metaphors; People like to listen to you
- **Competition** - Always comparing your performance to others; Like to win; May avoid contests where winning is unlikely
- **Connectedness** - Believe things happen for a reason; Believe everything is connected in some larger sense; Considerate, caring and sensitive; Faith in something greater
- **Context** - look at past to understand present; Like to understand backgrounds on people and ideas
- **Deliberative** - Careful; vigilant; private; Identify risks and mitigate them; Not effusive with praise
- **Developer** - See potential in others; Like to see people develop and grow;
- **Discipline** - Want things to be predictable, ordered, planned; You impose structure in your life by setting up routines and working on timelines; Detail oriented;
- **Empathy** - Sense emotions of others; feel what they feel; anticipate others needs; Good at expressing feelings
- **Fairness** - Balance is important; treat people the same, regardless of their situation; Don’t believe others should have an advantage because of their connections or background
- **Focus** - Need a clear destination; goal driven; stay on task; impatient with delays or tangents;
Strengths

Futuristic - "Wouldn't it be great if...?" Dreamer; Energized by what the future may hold; People may look to you for hope

Harmony - Look for areas of agreement; dislike conflict and friction; Peacemarker; Believe productivity is enhanced by looking for common ground rather than forcing views on others

Ideation - Fascinated by ideas; like finding connections between seemingly disparate phenomena

Inclusiveness - Like to include people and make them feel a part of the group; Not prejudiced; No one should be ignored

Individualization - Don't like generalizations about people since everyone is different; Recognize people's unique qualities and strengths; Good at building teams

Input - Inquisitive; like to collect things; Find many things interesting

Intellection - Like to think; like mental exercise; Introspective; may spend time alone thinking of questions and coming up with possible answers

Learner - Love to learn as well as the process of learning; Energized by journey from ignorance to competence; Might take classes such as yoga or piano

Maximizer - Like to take something good and make it great. Don't like taking something bad and making it good; fascinated by strengths - your own and others; Focus on strengths

Positivity - Generous with praise, quick to smile; always looking for the positive; Might be viewed as lighthearted; Full of energy and optimism

Relator - Like to spend time with people you know; Selective with relationships since you would rather deepen your existing relationships than create superficial new ones

Responsibility - Feel emotionally bound to complete commitments, or will try to make it up to someone if you don't complete it; Excuses and rationalizations are unacceptable; Looked at as completely dependable

Restorative - Love to solve problems; Enjoy the challenge of analyzing symptoms, identifying what is wrong, and finding a solution

Self-Assurance - You have faith in your strengths; Confidence in your abilities and judgment; Always seem to know the right decisions; not easily swayed by other's opinions

Significance - Want to be viewed as significant in the eyes of others; like recognition; Want to be heard and stand out; Independent; Like to do things your way

Strategic - Able to sort through clutter to find best route; See patterns; Ask "What if"; able to foresee potential obstacles in advance and select the right path

Woo - Stands for "Winning Others Over"; Enjoy challenge of meeting people and getting them to like you; Drawn to strangers; Make connections, then move on to meet new people

Themes (continued)
What does DISC stand for?

- **Dominance**: Person places emphasis on accomplishing results, the bottom line, confidence
- **Influence**: Person places emphasis on influencing or persuading others, openness, relationships
- **Conscientiousness**: Person places emphasis on quality and accuracy, expertise, competency
- **Steadiness**: Person places emphasis on cooperation, sincerity, dependability
Emotional Intelligence

I have found, however, that the most effective leaders are alike in one critical way: they all have a high degree of what has come to be known as emotional intelligence. It’s not that IQ and technical skills are irrelevant. They do matter but mainly as “threshold capabilities”: that is, they are the entry level requirements for executive positions. But my research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership.  

Daniel Goleman
Emotional Intelligence

• After reviewing the internal studies done by nearly 200 large companies of their most successful employees, Goleman concludes, "The research shows that for jobs of all kinds, emotional intelligence is twice as important an ingredient of outstanding performance as cognitive ability and technical skill combined". Goleman continues, "And the higher you go in the organization, the more important these qualities are for success. When it comes to leadership, they are almost everything."
Self Awareness
- Emotional Self-Awareness
- Accurate Self-Assessment
- Self Confidence

Social Awareness
- Empathy
- Organizational Awareness
- Service Orientation

Self-Management
- Emotional Self-Control
- Trustworthy & Transparent
- Conscientiousness
- Adaptability & Optimism
- Achievement Orientation
- Initiative

Relationship Management
- Developing Others
- Inspirational Leadership
- Influence & Communication
- Change Catalyst
- Conflict Management
- Building Bonds
- Teamwork & Collaboration
The Hardest EQ Skills to Master -

Travis Bradberry

- Self Awareness - 36% of leaders are aware of their emotions
- Socially awareness – Too inwardly focused versus outwardly focused
- These are the gateways of emotional intelligence
- Emotional Intelligence 2.0
  - Self Appraisal on line - baseline
  - Work with a mentor
  - Feedback of EQ test to identify areas to improve on
  - Retake EQ Appraisal.
Emotions - Can You Trust 'em?

1) Brainstem
- Vital Life Center – Controls respiration, blood pressure, heart rate, RAS – sleep cycles and awareness.

2) Limbic System
- Hypothalamus – Hormonal and nervous systems
- Hippocampus – Long term autobiographical memory
- Amygdala – Storage of emotional memories
- Cingulate Cortex – Monitors conflict, detects errors, regulates thoughts, emotions and behaviors.

3) Cortex including the Prefrontal Cortex (PFC)
- PFC –
  - Heart rate and respiration
  - Regulation of emotions
  - Inhibit action or pause before action
  - Intuition & empathy integrating inputs from body, heart & GI via Insula Cortex
  - Insight to link past, present & future
  - Social awareness, attuned communication
  - Morality & ability to see the whole
  - Short Term Memory
  - Shifting attention
  - Executive judgement functions
  - Meta-cognition – ability to know you are having thoughts, emotions, sensations

Knowing Your Brain

Supersmarthealth©
Daniel Friedland MD
Moving from Limbic to Prefrontal Cortex

Mindfulness

• Under threat or overwhelmed with stress and self doubt our Amygdala is activated and we are reactive – “Amygdala Highjack”
  • These sub-conscious and reflexive responses protect us in physical threats setting off the fight or flight response
  • Stress can set off our amygdala releasing adrenalin and cortisol with their physiological response, which may be prolonged
  • We can be irritable, edgy, angry, frustrated, thoughts of “what is wrong with me”

• Amygdala shuts off the connection to the prefrontal cortex

• Therefore we need to learn skills to calm our amygdala from within our prefrontal cortex - Neuroplasticity
  • Best to catch ourselves and pause BEFORE going limbic
  • Know your triggers and indicators
  • Build new pathways – 1 cell can grow 15,000 connections with other cells
Moving from Limbic to Prefrontal Cortex

4 in 4 framework for achieving peak performance

Reappraise Stress and Self-Doubt

1. Recognize Reactivity
   Is it doing more harm than good?

2. Reappraise Stress and Self-Doubt
   It’s nothing more than psychic gas!

3. Cultivate Creativity
   By Reflecting on What’s Truly Important

4. Make the Turn Into What’s Truly Important

Reactivity
Fight & Flight

Creativity
Fulfillment

Supersmarthealth©
Daniel Friedland MD
Neuroplasticity

The key to optimizing your energy and navigating toward the peak of your performance curve.

The power of neuroplasticity, the 4 in 4 Framework doesn’t just help you achieve your peak performance, it can actually expand it!
Practice Mindfulness

• Definition: Mindfulness is a practice of paying attention with a sense of openness, curiosity and acceptance of whatever is arising in the present moment. Mindfulness enables us to observe our sensations, feelings and thoughts without becoming entangled in the belief that we are our sensations, feeling or thoughts.

• Consequences of stress (70 – 95% of PCP visits are stress related)
  • cardiovascular disease, headache, dizziness, vertigo, muscle tension, back pain, peptic ulcer disease, irritable bowel syndrome, acne, atopic dermatitis, fibromyalgia, chronic fatigue syndrome, exacerbations of rheumatoid arthritis, as well as anxiety and depression

• Recognize your reactive feelings, thoughts and behaviors

• When you label your emotions you activate you prefrontal cortex and deactivate your amygdala

• Train your brain to make a new behavior a habit – its about choice
Self-Awareness Strategies

1. Quit treating your feelings as good or bad
2. Observe the ripple effect from your emotions
3. Lean into your discomfort
4. Feel your emotions physically
5. Know who and what pushes your buttons
6. Watch yourself like a hawk
7. Keep a journal about your emotions
8. Don’t be fooled by a bad mood or a good mood
9. Stop and Ask yourself why you do the things you do
10. Visit your values
11. Check yourself
12. Spot your emotions in books, movies and music
13. Seek feedback
14. Get to know yourself under stress
Self-Management Strategies

1. Breath right
2. Create an Emotion vs Reason List
3. Make your goals public
4. Count to ten
5. Sleep on it
6. Talk to a skilled self-manager
7. Smile and laugh more
8. Set aside some time in your day for problem solving
9. Take control of your self-talk
10. Visualize yourself succeeding
11. Clean up your sleep hygiene
12. Focus your attention on your freedoms, rather than your limitations
13. Stay synchronized
14. Get to know yourself under stress
15. Learn a valuable lesson from everyone you encounter
16. Put a mental recharge into your schedule
17. Accept that change is just around the corner
Emotional Intelligence

Competency Framework

Personal competence

Self Awareness
- Emotional Self-Awareness
- Accurate Self-Assessment
- Self Confidence

Social Awareness
- Empathy
- Organizational Awareness
- Service Orientation

Self-Management
- Emotional Self-Control
- Trustworthy & Transparent
- Conscientiousness
- Adaptability & Optimism
- Achievement Orientation
- Initiative

Relationship Management
- Developing Others
- Inspirational Leadership
- Influence & Communication
- Change Catalyst
- Conflict Management
- Building Bonds
- Teamwork & Collaboration

HayGroup
Social Awareness Strategies

1. Greet people by name
2. Watch body language
3. Make timing everything
4. Develop a back-pocket question
5. Don’t take notes at meetings
6. Plan ahead for social gatherings
7. Clear away the clutter
8. Live in the moment
9. Go on a 15 minute tour
10. Watch EQ movies
11. Practice the art of listening
12. Go people watching
13. Understand the rules of the game
14. Test for accuracy
15. Step into their shoes
16. Seek the whole picture
17. Catch the mood of the room
# Relationship Management Strategies

1. Be open and curious  
2. Enhance your natural communication style  
3. Avoid giving mixed signals  
4. Remember the little things that pack a punch  
5. Take feedback well  
6. Build trust  
7. Have an open door policy  
8. Only get mad on purpose  
9. Don’t avoid the inevitable  
10. Acknowledge the other person’s feelings  
11. Complement the person’s emotions or situation  
12. When you care, show it  
13. Explain your decisions, don’t just make them  
14. Make your feedback direct and constructive  
15. Align your **Intention** with your **Impact**  
16. Offer a “Fix-it” statement during a broken conversation  
17. Tackle a tough conversation
What Is a Competency?

- Any measurable characteristic of a person that differentiates level of performance in a given job, role, organization, or culture.
Conclusions

• Intellect and technical ability is a given today
  • Example in your profession?

• Need for other leadership skills
  • Who are you leading?
  • Who are you relating to?
  • How can emotional intelligence help you?
“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond all measure. It is our light, not our darkness that frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you not to be? You are a child of God. Your playing small doesn’t serve the world. There’s nothing enlightened about shrinking so that other people won’t feel insecure around you.

We are born to manifest the glory of God that is within us. It’s not just in some of us; it’s in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same.

As we are liberated from our fear, our presence automatically liberates others.”

Nelson Mandela
Conclusions

• It’s been my pleasure
• Any other questions?

Thanks for your attention!

• E-mail: ernestanderson1130@gmail.com
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