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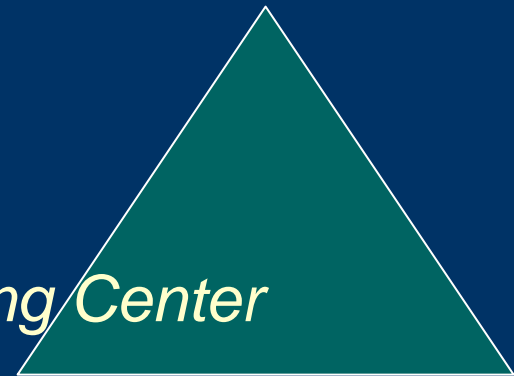
Emotional Intelligence:

***A Critical Element
in Leadership***



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Session Overview

Areas covered:

- What is Emotional Intelligence
- The business case for EQ training
- Four quadrant model and questions answered
- Individual self assessment
- Group exercise
 - Skill building in change management and enrolling people in the organizational vision



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EMOTIONAL INTELLIGENCE

“Emotional leadership is the spark that ignites a company’s performance, creating a bonfire of success or a landscape of ashes”

Daniel Goleman, Richard Boyatzis, and Annie McKee.

“Primal leadership: The Hidden Driver of Great Performance” (HBR, December, 2001)



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What is Emotional Intelligence

EQ is the ability to:

- Sense
- Understand
- manage
- Communicate
- And Effectively Apply

the power and acumen of emotions as a source of human energy, information, trust, communication, creativity, influence and conflict resolution



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Predictors of Success in the Workplace

- EQ _____%
- IQ plus Technical Skills _____%



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Research reveals that:

- Emotional Intelligence is twice as important as IQ plus technical skills in predicting success in the workplace



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The Business Case

Why organizations are interested in Emotional Intelligence

- The ability of an organization to perform depends on the relationships of the people involved, which ultimately relates to the degree of emotional intelligence of its employees and leaders.



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A recent survey of American employers revealed that:

- Approximately 50% of their employees lacked the motivation to keep learning and improving on the job
- About 4 in 10 employees lack the ability to work cooperatively with fellow employees
- Most change initiatives did not achieve desired results due to people issues



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Research

- The US Air Force used EQ tests to select recruiters. The most successful recruiters scored significantly higher on EQ competencies of assertiveness, empathy, happiness and emotional self awareness. This increased the military's ability to predict success, saving \$3 million annually.



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Research

- An analysis of over 300 top-level executives from 15 global companies found that 6 emotional competencies distinguished stars from average performers:

Influence, team leadership, organizational awareness, self-confidence, achievement drive, and leadership.



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Research

- At L'Oreal, sales agents selected on EQ competencies significantly outsold those selected using the company's old selection procedure, increasing revenue by over \$2 million. Sales agents selected on the basis of EQ competency also had a 63% decrease in turnover during the first year.



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Research

- Center for Creative Leadership found that the primary causes of derailment in executives involved deficits in emotional competence. Primarily:
 - difficulty handling change
 - inability to work in a team
 - poor interpersonal relations.



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Research

- Egon Zehnder International analyzed 515 senior executives. Those strong in EQ were more likely to succeed than those who were strongest in relevant experience or IQ. EQ is a stronger predictor of success than experience or high IQ. Study included exec's from Latin America, Germany, Japan with same results across cultures.



MANAGEMENT EFFECTIVENESS BEHAVIORS

Ratings of Effectiveness

Rate your own effectiveness on each skills,
also on a scale of 1–10, 1 low, 10 high.

1. Ability to handle conflict constructively
2. Ability to depersonalize from the anger of others
3. Ability to deal with uncertainty and change
4. Ability to identify the core values and beliefs that shape the choices you make
5. Ability to understand and empathize with positions different from yours



MANAGEMENT EFFECTIVENESS BEHAVIORS

Ratings of Effectiveness

Rate your own effectiveness on each skills,
also on a scale of 1–10, 1 low, 10 high.

6. Ability to enroll people into your vision
7. Ability to recognize what pushes your own hot buttons
8. Ability to see the benefits and downsides of all behavior
9. How prepared do you feel to do deal with this situation? (Managing staff)
10. How prepared do you feel to deal with this situation? (Dealing with clients)



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E I D M A N A G E M E N T D E V E L O P M E N T S E R I E S P R E / P O S T T E S T D A T A

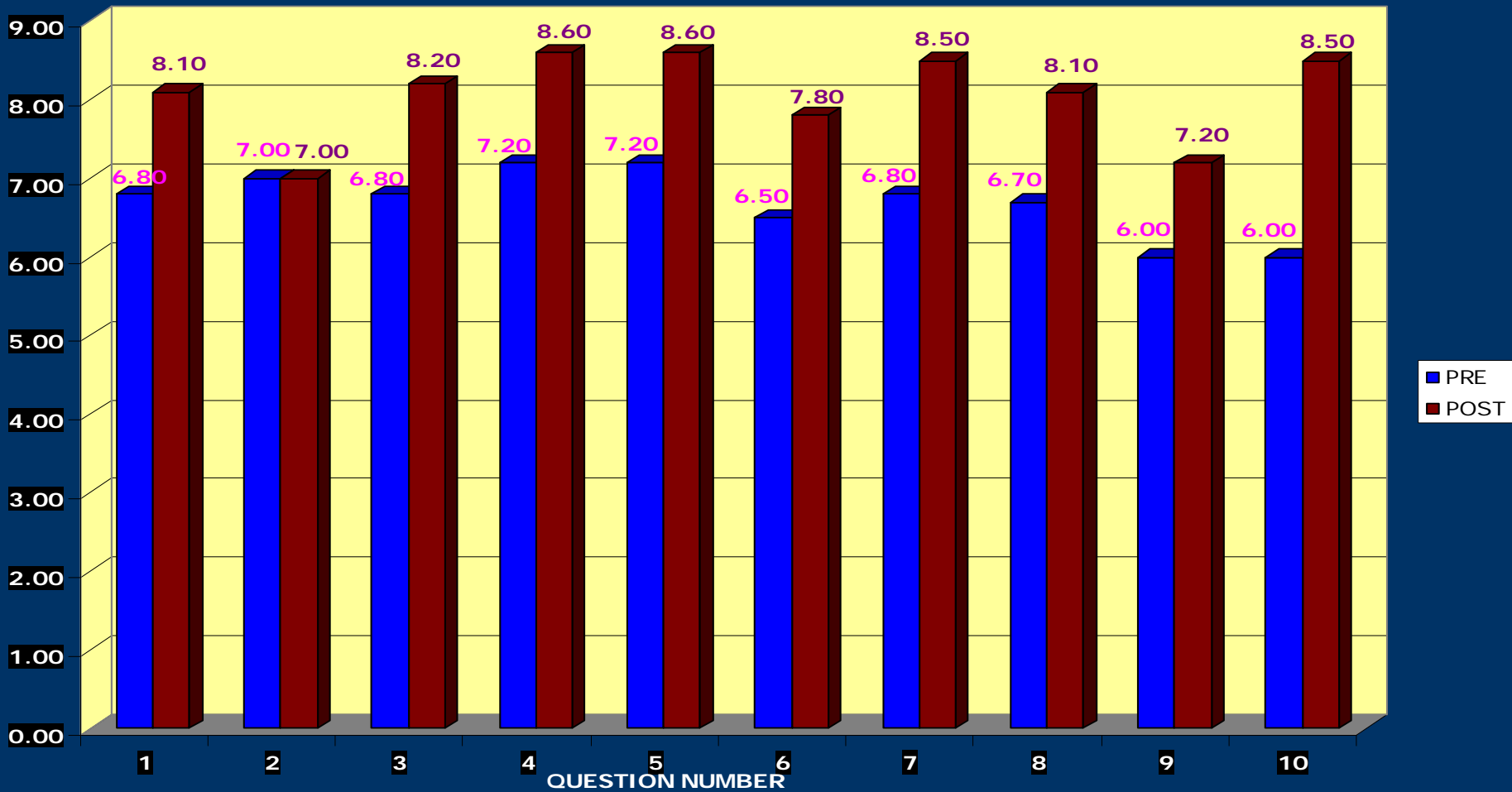
QUESTION #	DOMAIN	PRE AVERAGE	POST AVERAGE	SCORE CHANGE AVERAGE	PERCENTAGE CHANGE
1	Conflict	6.8	8.1	+ 1 / 3	+ 1 9 . 1 %
2	Depersonalize	7.0	7.0	0	0
3	Change	6.8	8.2	+ 1 . 4	+ 2 0 . 0 %
4	Core Values	7.2	8.6	+ 1 . 4	+ 1 9 . 4 %
5	Empathize	7.2	8.6	+ 1 . 4	+ 2 0 . 0 %
6	Vision	6.5	7.8	+ 1 . 3	+ 2 0 . 0 %
7	Hot Buttons	6.8	8.5	+ 1 . 7	+ 2 5 . 0 %
8	Up/Downside	6.7	8.1	+ 1 . 4	+ 2 0 . 9 %
9	Staff	6.0	7.2	+ 1 . 2	+ 2 0 . 0 %
10	Patients	6.0	8.5	+ 2 . 5	+ 4 1 . 9 %



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PRE/POST AVERAGE





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1. If we don't pay attention to our emotions, we will act them out
2. These emotions are a very important source of information
3. We can try to hide emotions, but we are not as good as we think
4. Major decisions tend to incorporate emotions to be effective
5. Universal emotions exist, but cultures display them differently



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Leadership and EQ findings:

- Leaders possessing Emotional Intelligence will create an effective work climate that will further develop emotional intelligence at the subordinate level.
- The higher the level of a job's complexity and authority, the greater the impact of high Emotional Intelligence.



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A Model for Effective Training in Emotional Intelligence



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Overview of EQ Workshop at UCLA

- Designed to introduce topic as relevant to business success
- Four-part assessment of individual
- Series of exercises designed to develop skill and ability in each quadrant



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Four Quadrant Model for Emotional Intelligence

	Self	Others
Awareness		
Actions		



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Applying the Model

In developing
Emotional Intelligence
each quadrant addresses a
question



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Quadrant 1 Answers the question:

	Self	Others
Awareness	Emotional Self Awareness	
Actions		



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Quadrant 1 Answers the question:

	Self	Others
Aware- ness	<p>Emotional Self Awareness</p> <ul style="list-style-type: none">•Who am I and what are my potential areas of development	
Actions		



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Quadrant 2 Answers the Question:

	Self	Others
Awareness		
Actions	Emotional Self Governance	



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Quadrant 2 Answers the Question:

	Self	Others
Awareness		
Actions	<p>Emotional Self Governance</p> <ul style="list-style-type: none">• How can I self regulate my emotions so I can be right <u>and</u> effective	



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Quadrant 3 Answers the Question:

	Self	Others
Awareness		Social – Intercultural Awareness
Actions		



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Quadrant 3 Answers the Question:

	Self	Others
Awareness		Social-Intercultural Awareness <ul style="list-style-type: none">• How can I transcend my perspective so that I can understand and value others
Actions		



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Quadrant 4 Answers the Question

	Self	Others
Aware- ness		
Actions		Social-Architect Skills



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Quadrant 4 Answers the Question

	Self	Others
Awareness		
Actions		Social Architect Skills <ul style="list-style-type: none">•How do I build teams and create constructive work relationships



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Four Quadrant Model (schematic)

	Self	Others
Awareness	<p>Emotional Self Awareness</p> <ul style="list-style-type: none"> • Emotional awareness • Self image • Self expression 	<p>Social-Intercultural Awareness</p> <ul style="list-style-type: none"> • Social awareness • Impact • Empathy
Actions	<p>Emotional Self Governance</p> <ul style="list-style-type: none"> • Resilience • Being in charge of your inner dialogue • Coping with change and uncertainty • Motivation 	<p>Social Architect Skills</p> <ul style="list-style-type: none"> • Communication, Active Listening • Assertion and conflict management • Conflict management • Interpersonal skills, trust and intimacy



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Skill Building

- Increasing Effectiveness in Managing Change
- Enrolling Employees in The Organizational Vision



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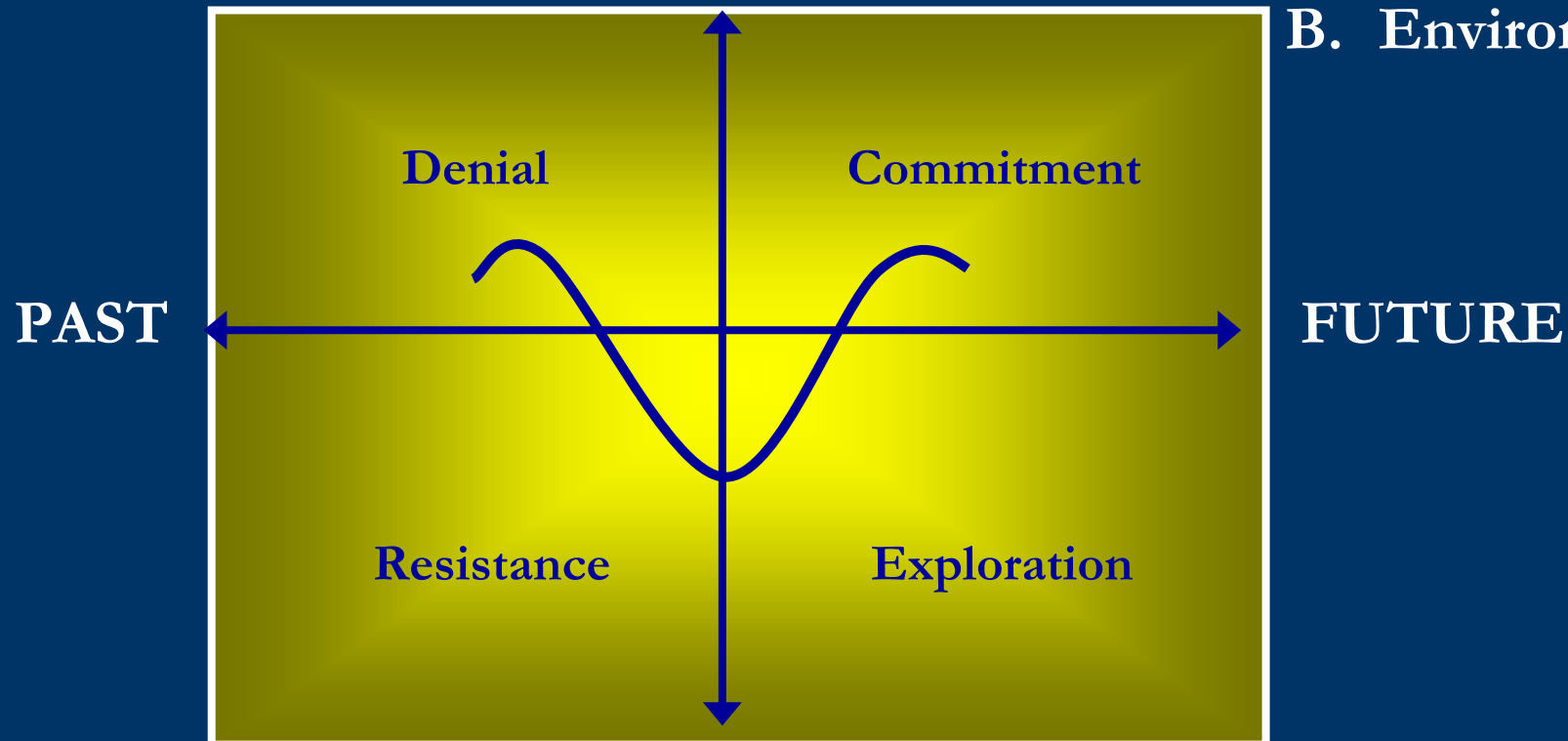
STAGES OF CHANGE



The Phases of Transition Through Change

Transition Grid_{sm}

- A. External/
- B. Environment





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Denial

- Shock, disbelief
- Discouragement
- Anxiety, depression
- Uncertainty
- Grieving
- Immobilization



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Resistance

- **Suffering, stress**
- **Productivity loss**
- **Confusion**
- **Sabotage**
- **Bargaining, anger**
- **Loss of control, trust, commitment**



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Exploration

- **Managing Stress**
- **Define vision, new values**
- **Communicating assertively**
- **Identifying strengths**
- **Seeking benefits and opportunities**
- **Clarifying, no going back**
- **Orient, educate, train**



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Commitment

- **Focus on future**
- **Taking responsibility**
- **Modeling new behavior**



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RESISTANCE...

..is the process of avoiding what you do not want from the environment.

..is unavoidable.

..takes both overt and covert forms.

..exists when people perceive a situation to be contrary to their self-interest.



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The AAAbc's Model for Managing Change

Conflict resolution is a decision-making process. When we perceive the effects of being in conflict, we have three major ways we can deal with it.

- Alter it
- Avoid it
- Accept it by:
 - building our resistance
 - changing our perception



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Alter: How Could You Remove the Source of Conflict?

Examples: problem solving, direct communication, organizing, planning, time management, taking action to change your situation and assert your needs

Avoid: How Could You Get Away From or Prevent the Stress Associated with Conflict?

Examples: walk away, let go, say “no”, delegate, withdraw, set limits



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Accept: How Could You Live with the Conflict?

Build up resistance: Increase capacity to tolerate stress physically, mentally, socially, spiritually.

Examples: diet, exercise, social support network, time for mental health and relaxation

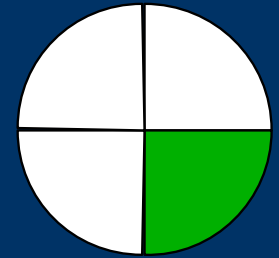
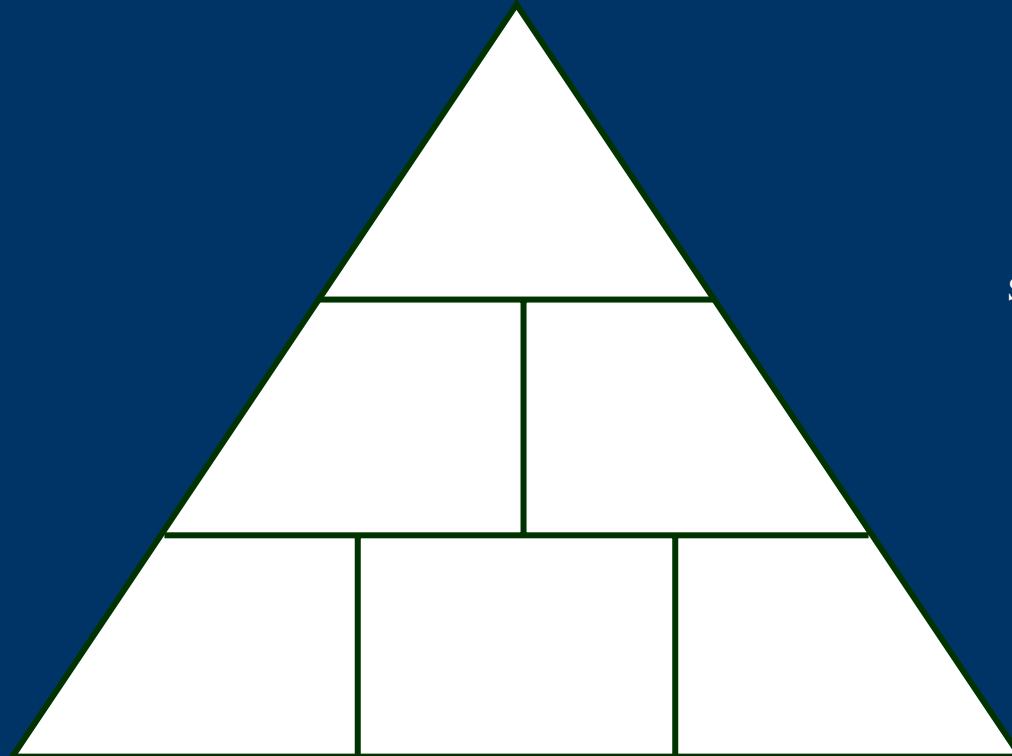
Change self-perceptions: Change unrealistic expectations and irrational beliefs, redefine the situation, employ positive thinking. Use empathy and cognitive behavioral skills



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Desired Work Environment



SOCIAL ARCHITECTING



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“HM” CONVERSATION

- ✓ **Facts-observables**
- ✓ **Brain-thoughts**
- ✓ **Heart-Feelings**
- ✓ **Soul-Needs**



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Closure

- Questions/comments from you.

