

# Using Emotional Intelligence to Enhance your Management Skills

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# Good Managerial Traits



- What are the facets and traits of a good manager?

authentic	good at delegating	personable
reward others	encourage	coach
say well done	genuine	mentor
communicate	listen	empathise
learn	develop relationships	adaptable
maintain a holistic viewpoint	provide the tools to get the job done	fair
mediators	enthusiastic	integrity

- Did you attend a course to develop these traits?
  - Probably not! More likely to come from within



# Emotional Intelligence and Management

- Have you met a highly intelligent and skilled manager **who failed?** 
- Paradoxically, have you met a manager who is not “gifted”, but has done **well?** 
- **How can we explain this?**
- Individual IQ and technical skills are not irrelevant
  - They can be considered as “de facto” requirements for a role
- We need IQ before we develop our **Emotional Intelligence**
  - Effective managers have a high degree of emotional intelligence

# What is Emotional Intelligence (EQ)?

- “all learning has an emotional base”, Plato
- Mayer and Salovey (1990) introduced the term emotional intelligence (EQ)
  - Describes a person's ability to understand their own emotions and the emotions of others and to act appropriately based on this understanding
- Popularised by Daniel Goleman in his book “*Emotional Intelligence*” (Bantram 1995)
- **EQ is viewed as a means of developing and enhancing individual management and leadership capabilities**
  - Through an analysis of behaviour, management styles, attitudes and interpersonal skills

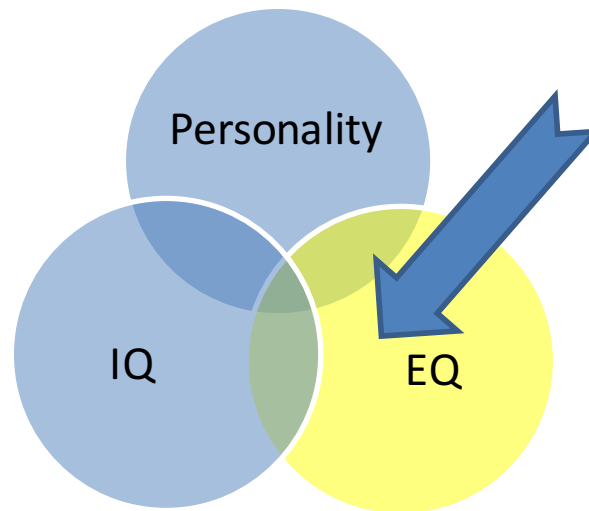
# What is Emotional Intelligence?

- EQ is in us all. We can enhance our management style by:
  - Developing an understanding of what EQ is and the benefits it provides
  - Leveraging a proven mental model
  - Practise, practise and practise
- If our goal is to make other's succeed
  - We need to gain a better understanding of our ourselves and of those we interact with
- EQ enables us to discover this

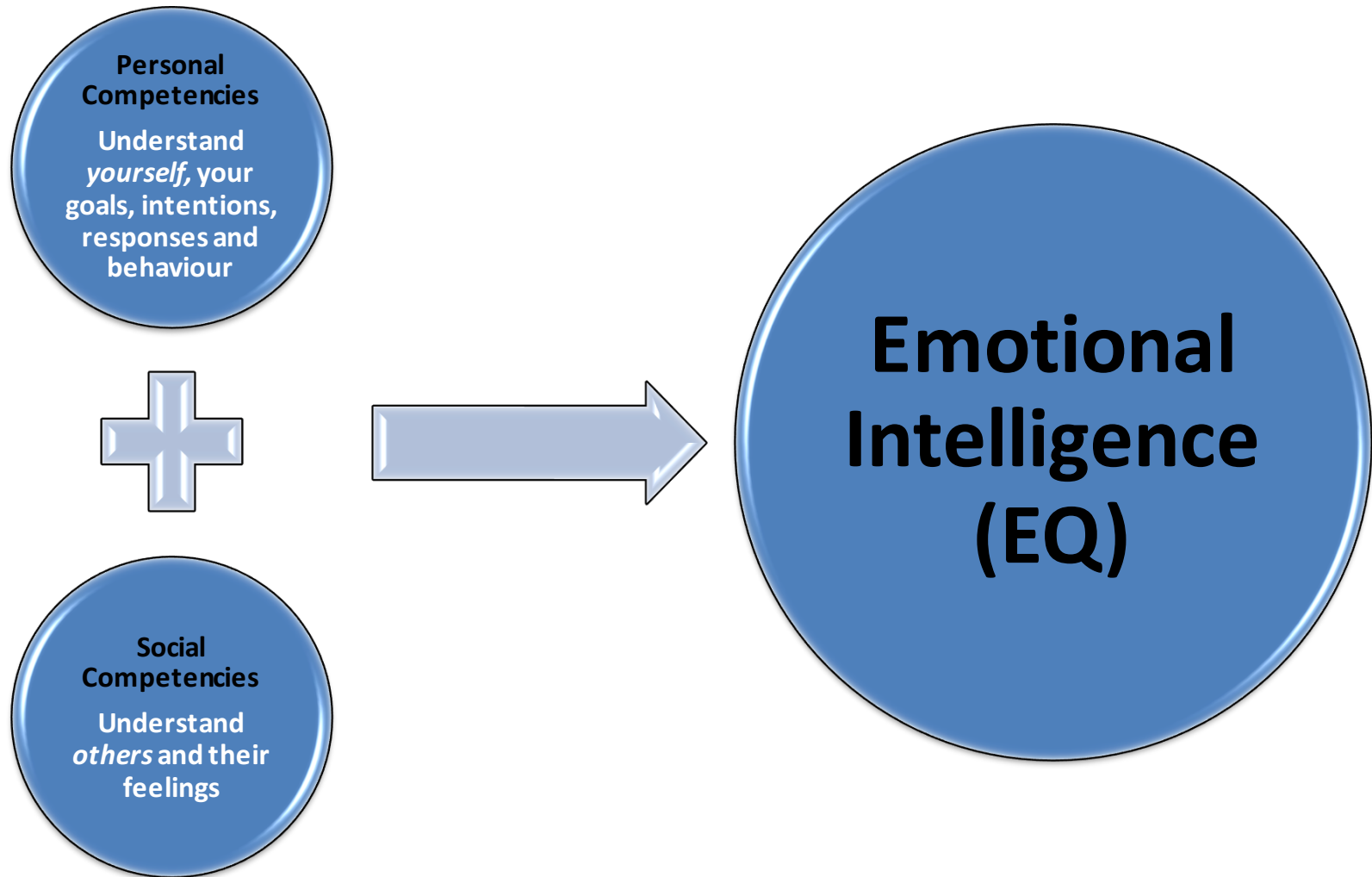


# What is Emotional Intelligence?

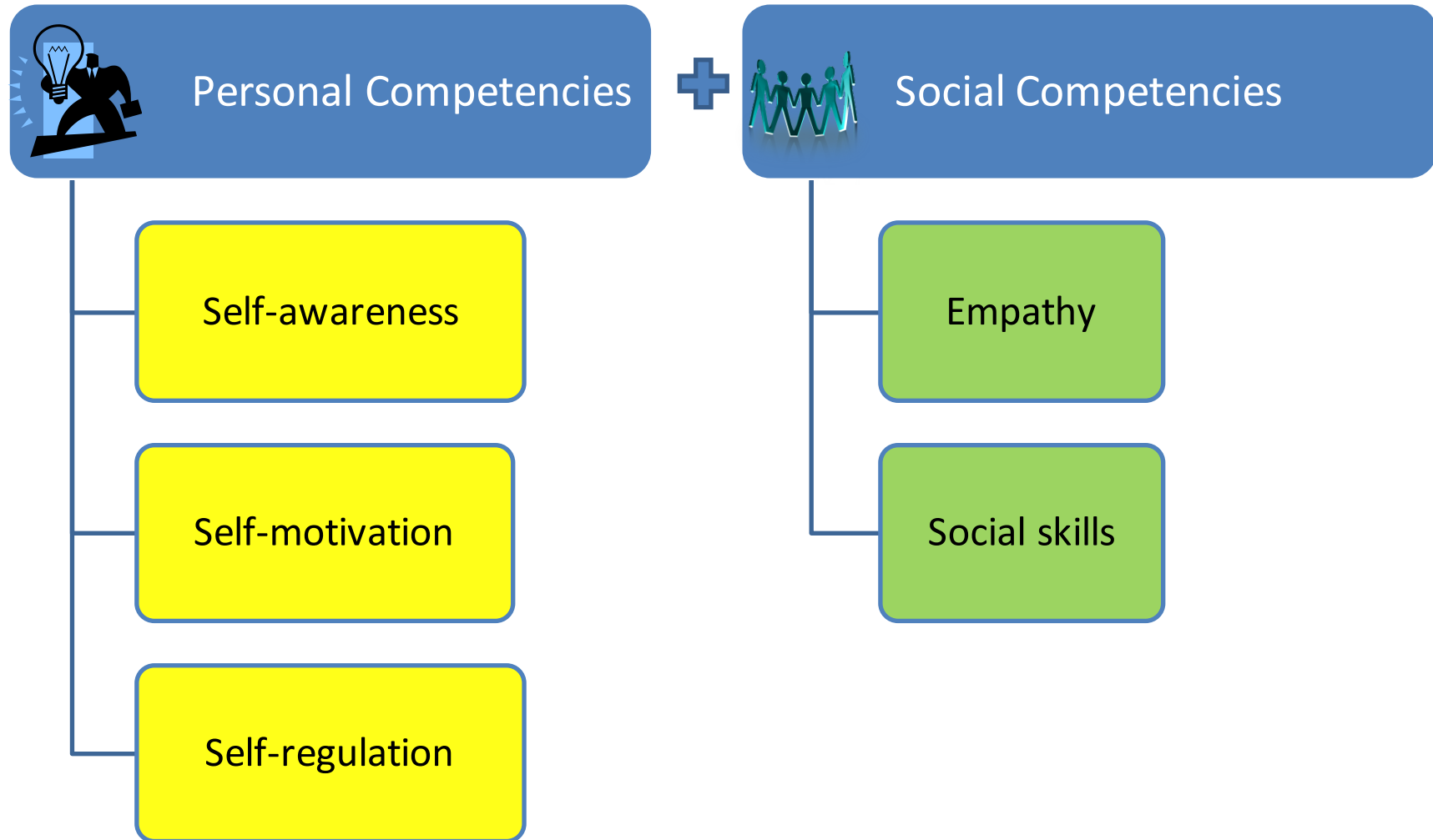
- We all possess EQ, IQ and personality
  - Determines how we behave
  - Unable to determine individual EQ based on their IQ and vice versa
- We have more ability to change our EQ as opposed to our IQ and personality
  - IQ and personality remain relatively stable over time



# EQ Components




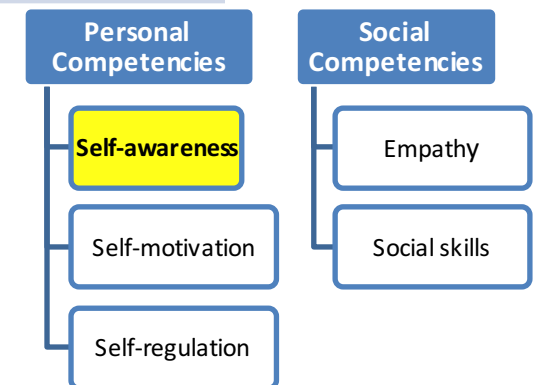
# EQ Model






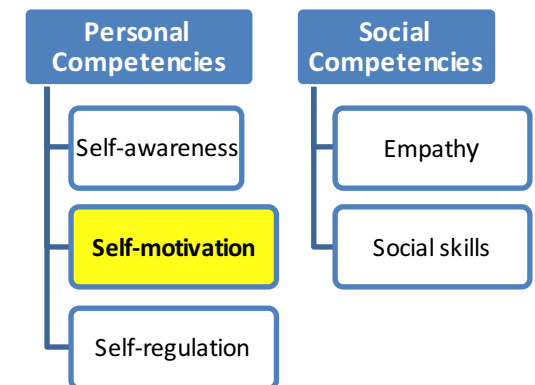
# Personal Competencies: Self-Awareness

	 Checklist
<b>Understand your moods, emotions and their affect on others</b>	<ul style="list-style-type: none"><li>• Note your emotions and their effects on others</li><li>• Understand the link between your feelings and what you think, do, and say</li><li>• Recognize how your feelings impact personal performance</li><li>• Have an awareness of your personal values and goals</li></ul>
<b>Develop an accurate self profile</b>	<ul style="list-style-type: none"><li>• Be aware of your strengths and weaknesses</li><li>• Reflect and learn from experience</li><li>• Are open to feedback, new perspectives, continuous learning and development</li><li>• Able to show a sense of humour</li></ul>
<b>Understand your: personal self-worth and capabilities</b>	<ul style="list-style-type: none"><li>• Have a sense of presence</li><li>• Present the case, regardless of the reaction</li><li>• Able to make decisions and implement them</li></ul>




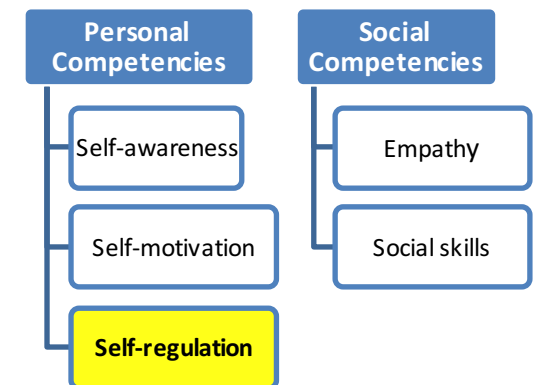
# Personal Competencies: Self-Motivation

	 Checklist
<b>Have a desire to achieve</b>	<ul style="list-style-type: none"><li>• Deal in results, remain goal driven</li><li>• Set challenging goals and take “calculated” risks</li><li>• On a quest for continual improvement that leads to improved performance</li></ul>
<b>Are committed</b>	<ul style="list-style-type: none"><li>• Work towards the organisation’s goals, not your personal goals</li><li>• Make decisions aligned to teams values</li><li>• Seek out and seize new opportunities</li></ul>
<b>Demonstrate initiative and optimism</b>	<ul style="list-style-type: none"><li>• Go the extra mile</li><li>• Are not distracted by red tape</li><li>• Handle setbacks constructively</li></ul>




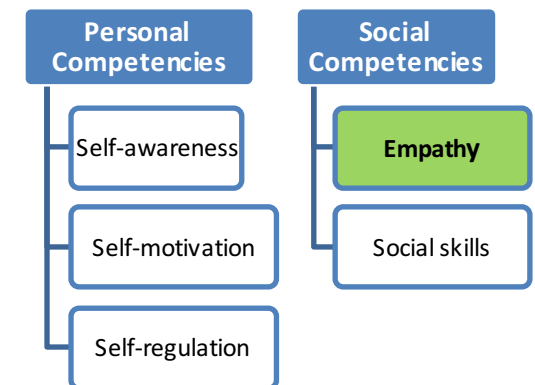
# Personal Competencies: Self-Regulation

	 Checklist
<b>Establish self control</b>	<ul style="list-style-type: none"><li>• Actively manage feelings and emotions</li><li>• Think before acting</li></ul>
<b>Trustful</b>	<ul style="list-style-type: none"><li>• Continually build and enhance trust</li><li>• Own up to mistakes and look for lessons learned</li></ul>
<b>Conscientious</b>	<ul style="list-style-type: none"><li>• Meet commitments</li><li>• Accountable for actions taken</li><li>• Take an organised approach to their work</li></ul>
<b>Adaptable and innovative</b>	<ul style="list-style-type: none"><li>• Proactively handle change and manage conflict</li><li>• Seek entrepreneurial solutions</li></ul>



# Social Competencies: Empathy

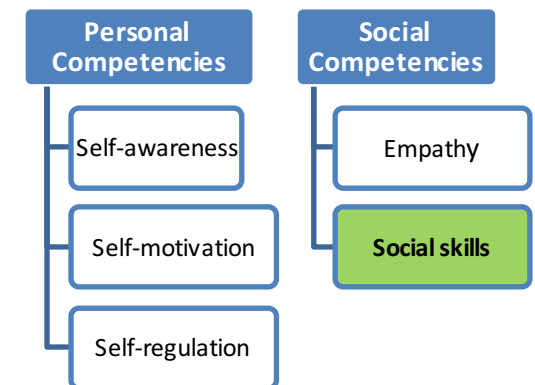
	 Checklist
<b>Understand the feelings and moods of others</b>	<ul style="list-style-type: none"><li>• Tune into their situation</li><li>• Show sensitivity</li></ul>
<b>Understand the need of the customer</b>	<ul style="list-style-type: none"><li>• Remain market centric and focussed on the needs of the customer</li><li>• Develop meaningful and long standing relationships</li></ul>
<b>Develop others</b>	<ul style="list-style-type: none"><li>• Provide appropriate coaching and mentor</li><li>• Make others succeed</li></ul>
<b>Politically aware</b>	<ul style="list-style-type: none"><li>• Leverage networks – official and unofficial</li></ul>
<b>Culturally aware</b>	<ul style="list-style-type: none"><li>• Understand cultural difference and diversity</li></ul>



# Social Competencies: Social Skills

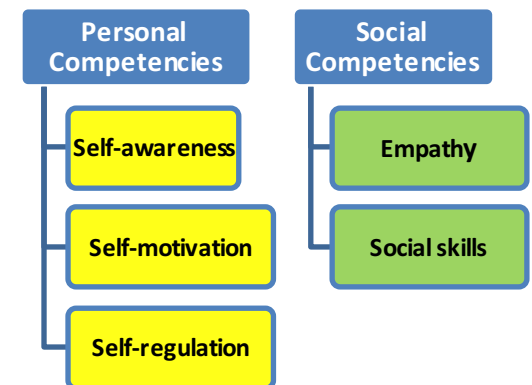
	 Checklist
<b>Influence</b>	<ul style="list-style-type: none"><li>• Ability to persuade and negotiate</li></ul>
<b>Communication</b>	<ul style="list-style-type: none"><li>• Foster open communication and handle different communication channels</li></ul>
<b>Leadership</b>	<ul style="list-style-type: none"><li>• Inspire, guide and lead, by being guided by your values</li></ul>
<b>Conflict management</b>	<ul style="list-style-type: none"><li>• Handle and manage conflicts pro-actively</li></ul>
<b>Team capabilities</b>	<ul style="list-style-type: none"><li>• Identify the individual needs of the team, play to their strengths</li></ul>

Have the ability to apply the proceeding four skills to build lasting relationships



# Benefits of EQ

- How can EQ benefit you?
  - Think before you speak
  - Develop meaningful long lasting relationships
  - Understand others
  - Become personally more productive
  - Enable others to become more productive
  - Improve your communication style
  - Be proactive with situations that create conflict
  - .....



# EQ Assessment

	Strengths	Weakness	Action
<b>Self-Awareness</b> Understand your moods, emotions and their affect on others; Develop an accurate self profile; Understand your: personal self-worth and capabilities			
<b>Self-Motivation</b> Have a desire to achieve; Are committed; Demonstrate initiative and optimism			
<b>Self-Regulation</b> Establish self control; Trustful; Conscientious ; Adaptable and innovative			
<b>Empathy</b> Understand the feelings and moods of others; Understand the need of the customer; Develop others ; Politically aware; Culturally aware			
<b>Social skills</b> Influence; Communication; Leadership; Conflict management; Team capabilities			

# EQ Goals

- Based on your initial assessment, write down three goals to achieve in relation to your EQ
- Consider how you will achieve them

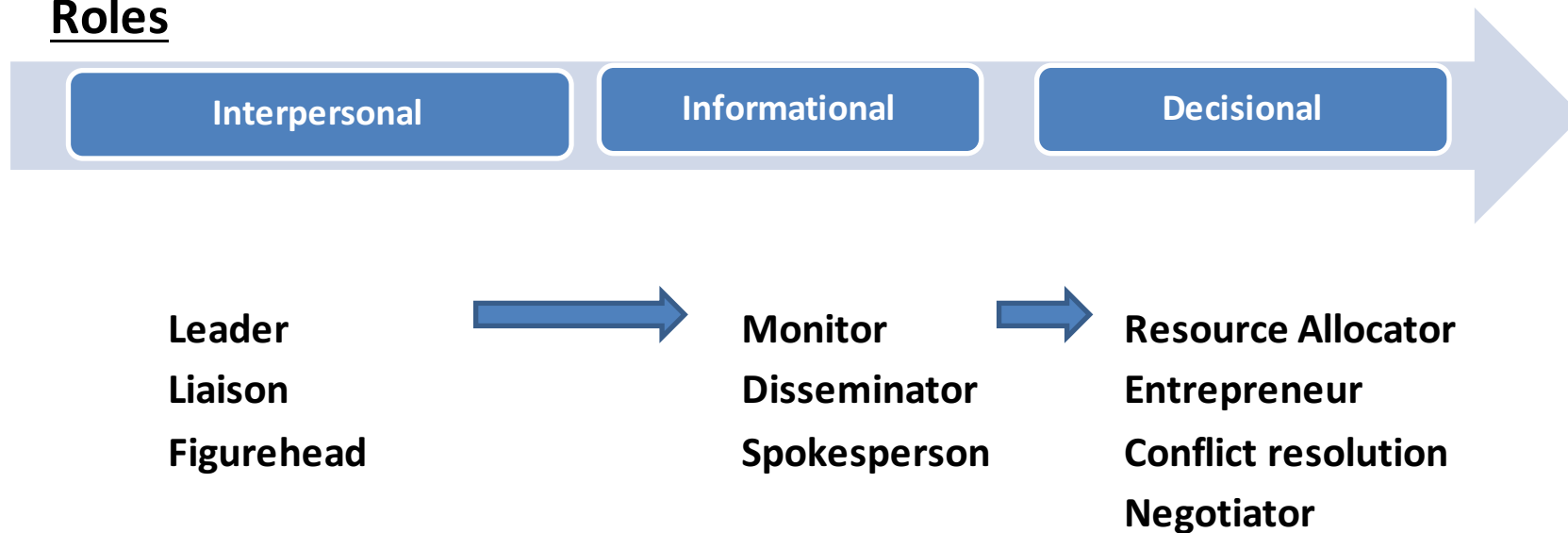
Goal	Actions	Timescale
1.....		
2.....		
3.....		



# Mintzberg Management Roles

- Mintzberg (1973) notes that managers have ten different roles they play
- Based on studies of many managers
- Do more than simply make decisions!

## Roles



# EQ and Mintzberg's Management Roles

## Interpersonal

Leader

Liaison

Figurehead

## Informational

Monitor

Disseminator

Spokesperson

## Decisional

Resource Allocator

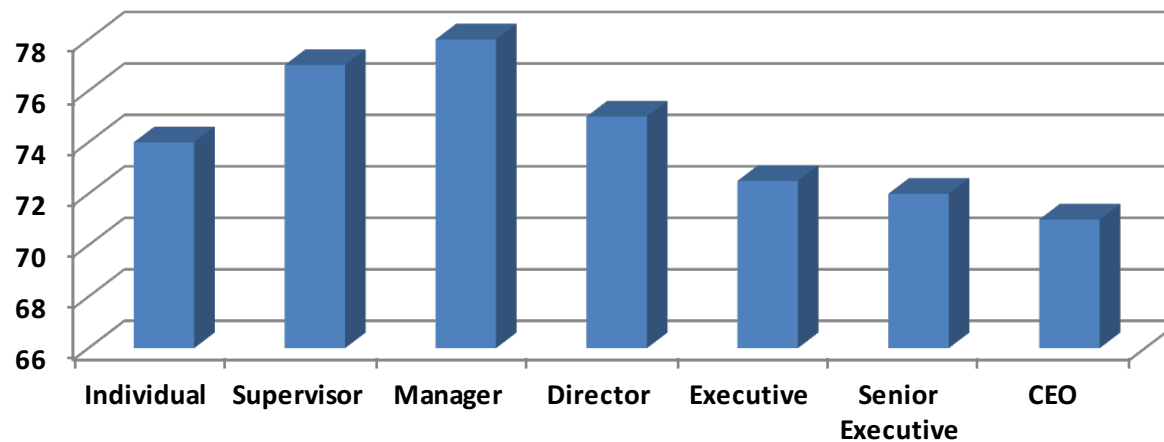
Entrepreneur

Conflict resolution

Negotiator

1. Review each of ten roles and identify an area of personal weakness
2. Which role could benefit from the application of Emotional Intelligence?
3. What triggers the behaviour and what would be a more appropriate behaviour?

# EQ Relationship With Job Roles



Source – “The Emotional Intelligence Quick Book”, Bradberry, T and Greaves, J Simon and Schuster 2003

- Empirical data shows an EQ deficit at the higher levels of management
- Middle managers have the highest scores
- Do senior managers have poor people skills?

# EQ in Business – Sam Walton

- Sam Walton founder of Wal-Mart, proposed a ten point guide for managing a business successfully. *“Made in America”*, (Bantram 1992)

EQ	Rules for Building a Business	Comments
√	<b>Commit to your goals</b>	Believe in them with passion
√	<b>Share your rewards</b>	Treat all associates as partners and share profits with them. Behave as a <b>servant leader</b> to your associates
√	<b>Motivate your colleagues</b>	Continually motivate to challenge them and keep their roles interesting. Money and ownership are not enough
√	<b>Communicate all you know</b>	The more understanding partners have, the more they will care
√	<b>Appreciate your associates</b>	Nothing else can substitute for a few well chosen sincere words of praise. They are free – and worth a fortune
√	<b>Celebrate your success</b>	Have fun and always show enthusiasm
√	<b>Listen to everyone</b>	To push responsibility down in the organisation and allow good ideas to bubble up, you need to listen to what your colleagues are telling you. These are the colleagues who spend most time in touch with customers
√	<b>Exceed customer expectations</b>	If achieved they will come back again and again
	<b>Control of costs</b>	Competitive advantage achieved through management of business costs
√	<b>Swim upstream</b>	Blaze your own path and ignore conventional wisdom

# EQ in Business – Success Stories

Success	Source	Impact
The reasons for losing customers and clients are 70% EQ-related (e.g. didn't like that company's customer service)	Forum Corporation on Manufacturing and Service Companies, 1989 - 1995	Customer retention
In a multinational consulting firm, partners who showed high EQ competencies earned 139% more than the lower EQ partners	Boyatzis, 1999	Profit
American Express tested emotional competence training on Financial Advisors; trained advisors increased business 18.1% compared to 16.2%, and nearly 90% of those who took the training reported significant improvements in their sales performance. Now all incoming advisors receive four days of emotional competence training	<i>(Fastcompany "How Do You Feel," June 2000)</i>	Sales

# EQ in Business – Success Stories

Success	Source	Impact
After supervisors in a manufacturing plant received training in emotional competencies, lost-time accidents were reduced by 50 percent, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000	Pesuric & Byham, 1996	Cost saving and HR performance issues
Top performing sales clerks are 12 times more productive than those at the bottom and 85 percent more productive than an average performer. About one-third of this difference is due to technical skill and cognitive ability while two-thirds is due to emotional competence	Goleman, 1998	Productivity
The most effective leaders in the US Navy were warmer, more outgoing, emotionally expressive, dramatic, and sociable	Bachman, 1988, cited in Cherniss, 2000)	Leadership impact
Workers with high work pressures and poor time management skills are twice as likely to miss work; employees who have strong self-management skills cope better with work pressures	(Essi Systems, 1997)	Stress levels in a modern working environment

# How To Leverage EQ Skills

- Can not learn by reading, only by doing
- People build their EQ when there is a:
  - Motivation to learn or change
  - Consistent practice of new behaviours
  - Feedback on behaviour
- Develop a plan
  - Identify where you are now
  - Identify where you want to be
  - How will I get there?
  - What do I expect to see when I am there?
  - Practise a new skill repeatedly, until it becomes a habit



# Some Final Thoughts

- Guidelines for acquiring a new skill:
  - Find someone who is good at the skill
  - Watch them practising their skill
  - Engage them and learn their approaches
  - Practise doing it yourself (seek guidance as necessary)
  - Ask for feedback



then

- Practise
- Practise
- Practise – until it becomes a habit

