

The Art of Leadership:

Managing Emotions in Yourself and Others to Build Strong Teams

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Using Emotional Intelligence to Build Strong Teams



Overview of Learning Goals

- Definition of Emotional Intelligence
- Why is Emotional Intelligence Important?
- Physiology and Emotion
- Psychology: The 4 Components of Emotional Intelligence
- Specific Strategies to Improve EI Skills
- Emotional Development
- Building Strong Teams
- Overcoming the 5 Dysfunctions of a Team
- Putting it all Together

Definition

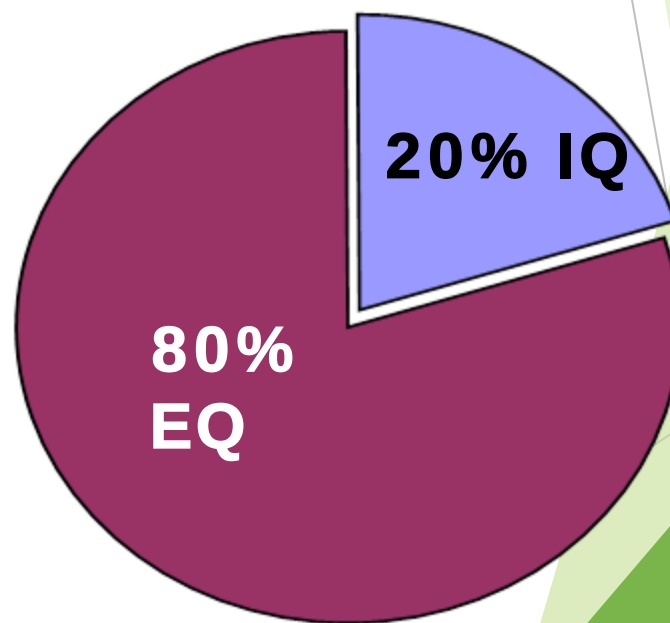
Emotional Intelligence is “the ability to understand and manage your own emotions, and those of the people around you.”

- Daniel Goleman (1998)



Why is EI Important?

Some research shows that IQ contributes only 20% to success. The additional 80 percent of success is attributed to an individual's Emotional Quotient (EQ).



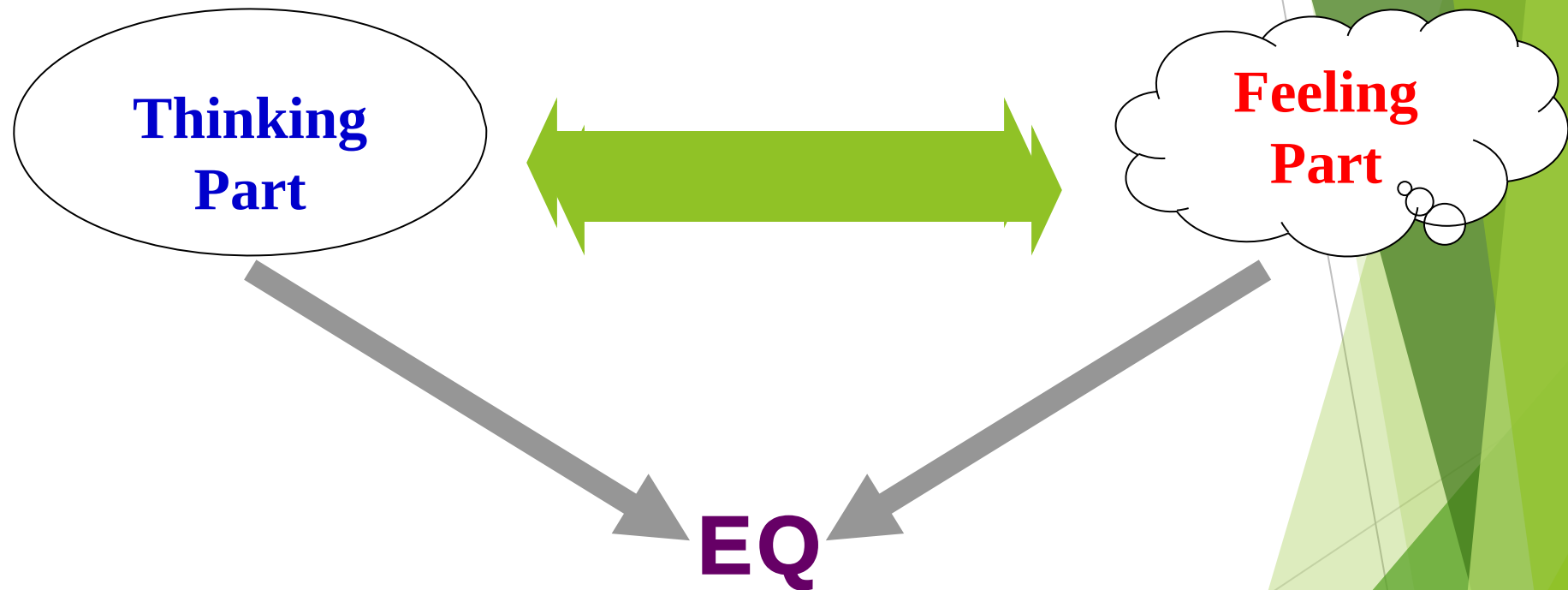
Importance of EI to Organizations

- ▶ 50% of work satisfaction is determined by the relationship a worker has with... his/her boss.
- ▶ EI is a prerequisite for effective leadership
 - ▶ Requires a high level of self-mastery and people skills; ability to put yourself into the positions of others



Where we want to be...the **Goal**

EQ/EI refers to emotional management skills which provide competence to balance emotions and reason, so as to maximize long term effectiveness & happiness.



Two View Points About EQ

Traditionalists
say that emotions:

- -Distract us
- -Increase our
-vulnerability
- -Cloud our judgment
- -Inhibit free flow of data
- -Must be controlled



High performers
say that emotions:

- -Motivate us
- -Increase our confidence
- -Speed our analysis
- -Build trust
- -Provide vital feedback
- -Must be managed



Is EI something new?

No...it has always been there...we just have been better at defining it...

“That man is disciplined and happy who can prevail over the turmoil that springs from desire and anger, here on earth ...” Hindu text
Bhaqavad-Gita, 1000 B.C.E

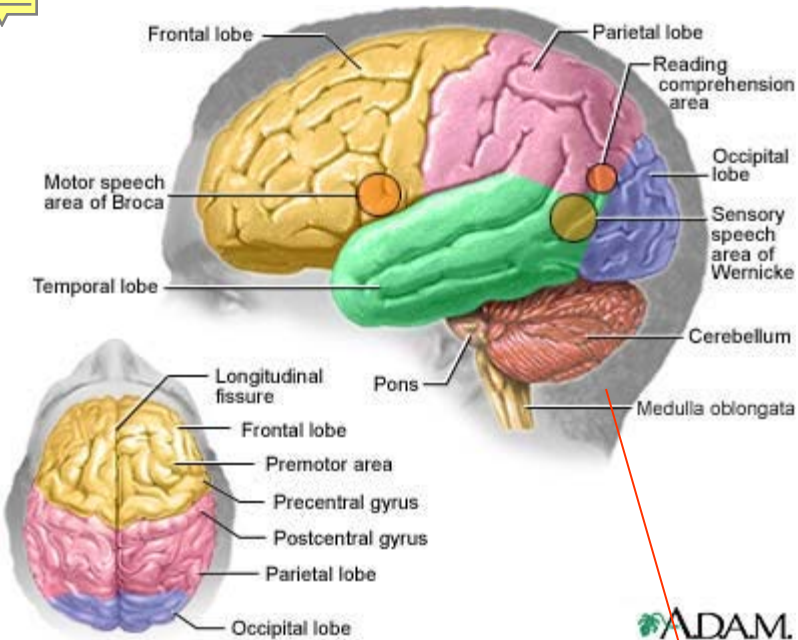


Physiology & Emotion

Why are we spending time on this?

- ▶ Its important to understand how our brains process basic and higher level emotions.
- ▶ This will increase your awareness of why we react the way we sometimes do.
- ▶ Emotion and your body are interconnected!





ADAM.

To Get at Emotion, Go Deep...

The main purpose of the innermost part of the brain is survival
- The “fight or flight response”

The Amygdala is deep within the most elemental parts of the brain.

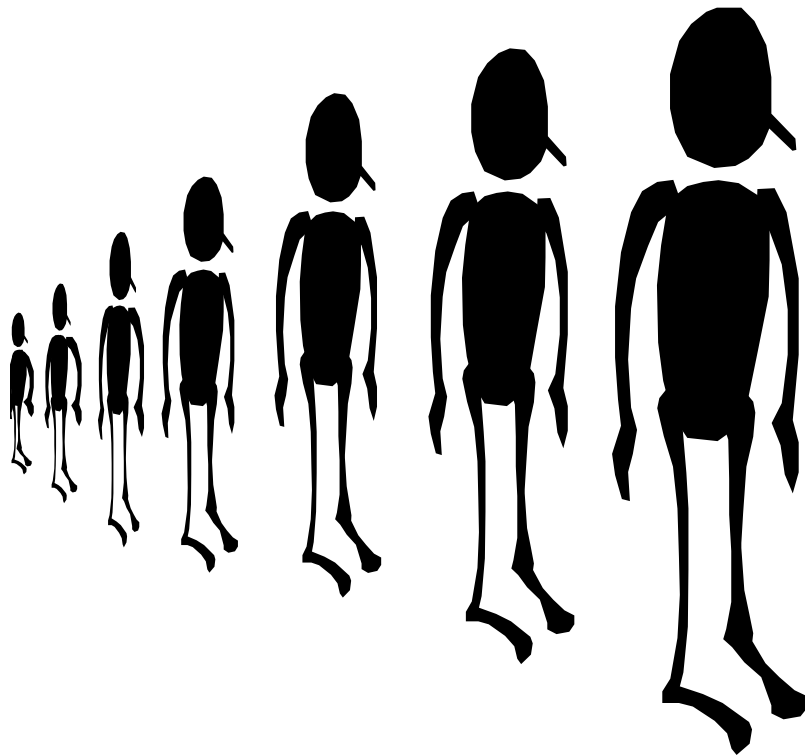
An Amygdala Hijack in Action!



► For example:

- WRITING AN ANGRY EMAIL IN "CAPS" ...AND THEN SENDING IT!

Basic Emotions--presumed to be hard wired and physiologically distinctive



- ▶ Joy
- ▶ Surprise
- ▶ Sadness
- ▶ Anger
- ▶ Disgust
- ▶ Fear
- ▶ Empathy (Not necessarily)

...therefore, emotion has an evolutionary basis...

- ▶ but basic emotions can overwhelm rational thinking...



High Stress Context

- ▶ Court can be a complex and stressful environment where interpersonal interactions to both participants and staff are of paramount importance.
- ▶ EI mitigates the effects of stress.
- ▶ **Both Physiological & Psychological aspects at work here.**



The Psychological Side of Emotion

The 4 Components of EI

1. Self Awareness – Recognizing Emotions
2. Self Management – Understanding Emotions
3. Social Awareness – Facilitating Emotions
4. Relationship Management – Managing Emotions





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Self-Awareness

1. Emotional Self-Awareness
2. Accurate Self Assessment
3. Self-Confidence

- To be self-aware is to know yourself as you really are
- Getting to know yourself inside and out is a continuous journey of peeling back the layers of the onion
- Goal is to become more and more comfortable with what is in the middle – the true essence of you





Self-Awareness Strategies

- ▶ Quit Treating Your Feelings as Good or Bad
- ▶ Observe the Ripple Effect from your Emotions
- ▶ Lean into Your Discomfort and Physically Feel your Emotions
- ▶ Know Who and What Pushes Your Buttons
- ▶ Don't Be Fooled by a Bad Mood (or a Good Mood Either)
- ▶ Stop and Ask Yourself *Why* you do the Things You Do
- ▶ Seek Feedback
- ▶ Get to Know Yourself Under Stress





Self-Management

1. Self Control
2. Transparency
3. Adaptability
4. Initiative
5. Achievement
6. Optimism

- Self-management is your ability to use awareness of your emotions to actively choose what you say and do





Self-Management Strategies

- Breathe Right
- Create an Emotion vs. Reason List
- Count to Ten
- Sleep on It
- Talk to a Skilled Self-Manager
- Smile and Laugh More
- Set Aside Some Time in your Day for Problem Solving
- Take Control of Your Self-Talk
- Clean up your Sleep Hygiene
- Learn a Valuable Lesson from Everyone You Encounter





Social Awareness

1. Empathy
2. Organizational Awareness
3. Service Orientation

- A skill to recognize and understand the moods of other individuals and entire groups of people
- Looking outward to learn about and appreciate others
- Centered on your ability to recognize and understand the emotions of others





Social Awareness Strategies

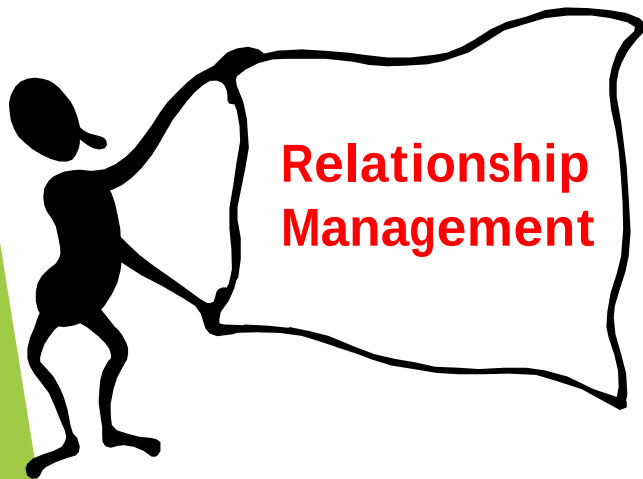
- Greet People by Name
- Watch Body Language
- Make Timing Everything
- Live in the Moment
- Watch EQ at the Movies
- Practice the Art of Listening
- Go People Watching
- Understand the Rules of the Culture Game
- Step into Their Shoes
- Seek the Whole Picture





Relationship Management

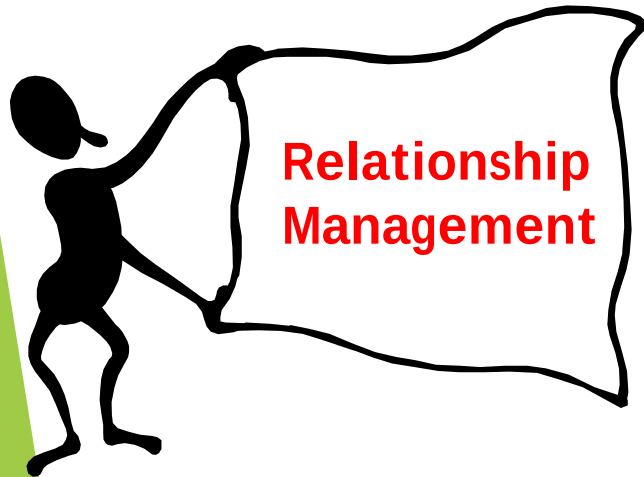
1. Empathy
 2. Service Orientation
 3. Developing Others
 4. Leveraging Diversity
 5. Political Awareness
 6. Inspiration and Influence
 7. Change Catalyst
- Working on a relationship takes time, effort, and know-how
 - The know-how is Emotional Intelligence
 - Relationship management utilizes the other three EI skills





Relationship Management Strategies

- Be Open and Be Curious
- Enhance Your Natural Communication Style
- Avoid Giving Mixed Signals
- Remember the Little Things That Pack a Punch
- Take Feedback Well
- Build Trust
- Have an “Open-Door” Policy
- Tackle a Tough Conversation
- Acknowledge the Other Person’s Feelings
- Explain Your Decisions, Don’t Just Make Them
- Align Your *Intention* with your *Impact*



Emotional Growth and the Development of EI

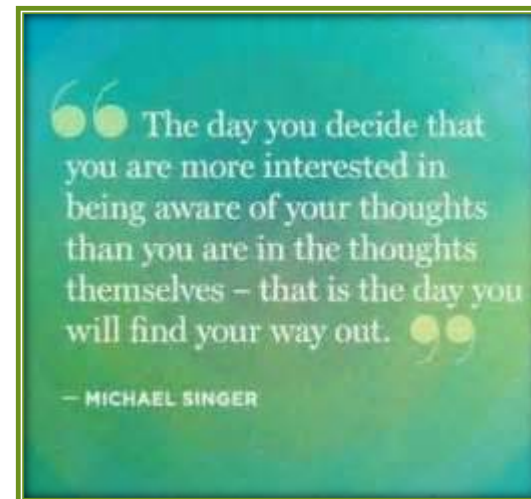
- ▶ A genetic contribution is likely
- ▶ Early expression of emotion by parents helps learning
- ▶ Early abuse hinders learning and leads to the development of poor social skills



Take time for Self- Awareness

We must be willing to do the following:

- ▶ Recognize appropriate **body cues** and emotions
- ▶ **Label cues** and emotions accurately
- ▶ Stay open to **unpleasant** as well as **pleasant** emotions
- ▶ Experience and recognize **multiple and conflicting emotions**



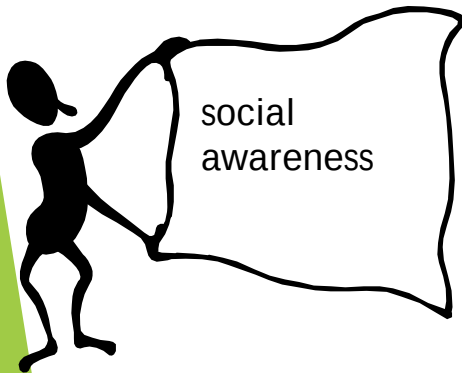
Using Emotions to Maximize Intellectual Processing and Decision Making

- ▶ **Self Awareness is the foundation for EI development**
- ▶ “Gut feeling” can be used to **effectively guide decisions**- a neurological understanding of how unconscious and conscious gut feelings guide decisions, e.g., when prioritizing, emotions help move the decisions.
- ▶ Harness emotions to **promote or hinder motivation**. (Anxiety, hostility, sadness)



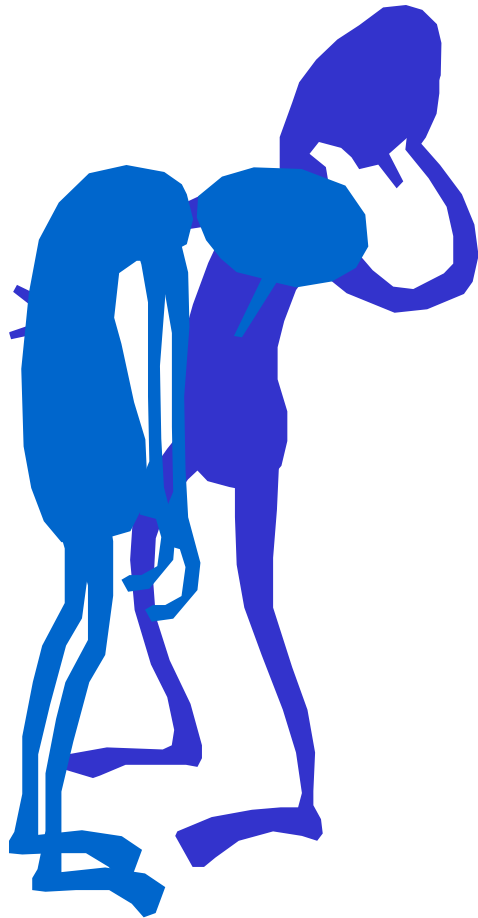
Developing Empathy

- ▶ Empathy is a feeling different from sympathy. When one is sympathetic, one implies pity but maintains distance from another person's feelings. Empathy is more a sense that one can truly understand or imagine the depth of another person's feelings.
- ▶ It implies feeling *with* a person, rather than feeling sorry for a person.
- ▶ Empathy implies sharing the load, or “walking a mile in someone else's shoes,” in order to appropriately understand that person's perspective.





Developing Empathy links to



- ▶ Greater emotional stability
- ▶ Greater interpersonal sensitivity
- ▶ Greater affiliation.



- ▶ To excel at people skills means having and using the competencies to be an effective friend, negotiator, and leader.
- ▶ One should be able to guide an interaction, inspire others, make others comfortable in social situations, and influence and persuade others.



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Emotion Related Dysfunction

- ▶ all or nothing thinking
- ▶ overgeneralization
- ▶ excessive worrying
- ▶ worrying as magical thinking
- ▶ disqualifying the position
- ▶ jumping to negative conclusions
- ▶ “should” statements
- ▶ labeling & mislabeling
- ▶ personalization
- ▶ stonewalling
- ▶ criticism; contempt

▶ Impacts on physical health

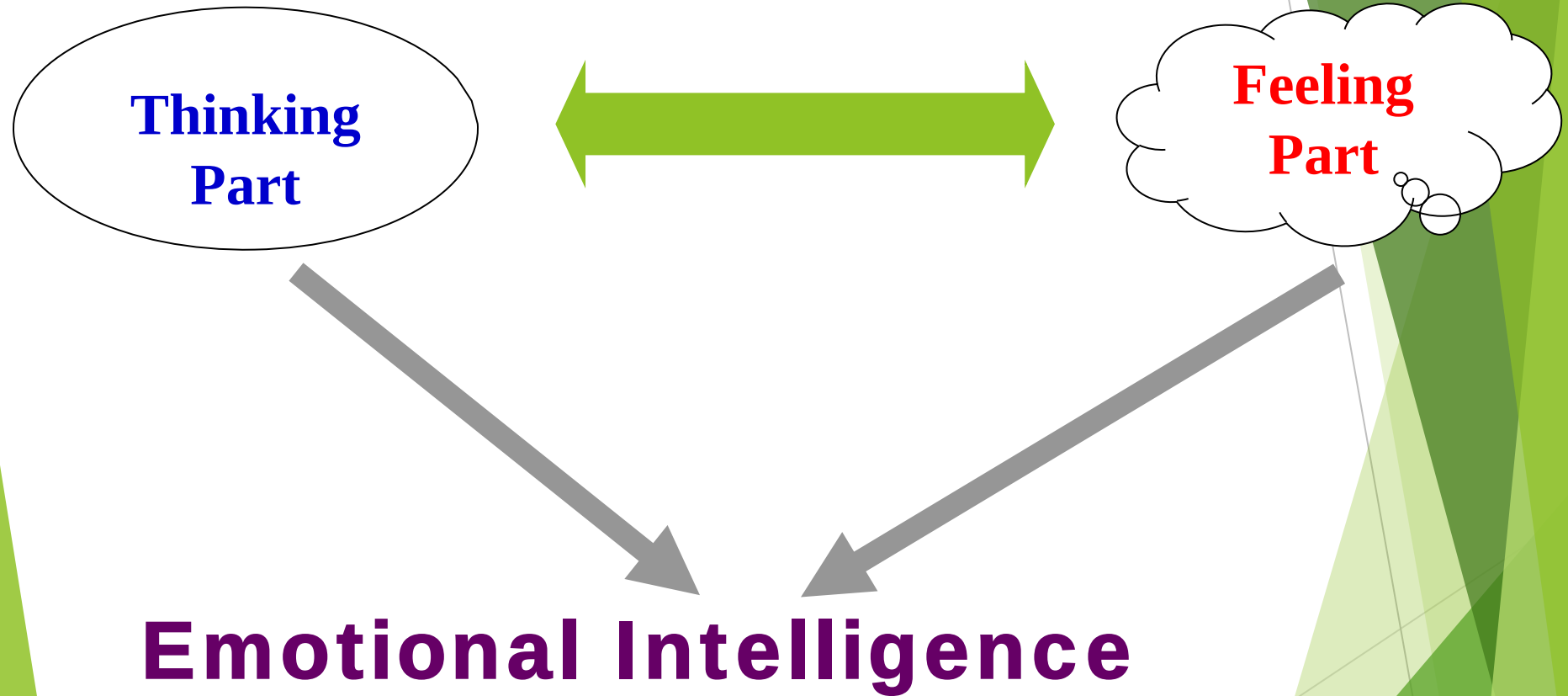
- ▶ cardiovascular disease
- ▶ progression of diabetes
- ▶ progression of cancer
- ▶ onset of hypertension
- ▶ Stress related illnesses

▶ Impacts on relationships

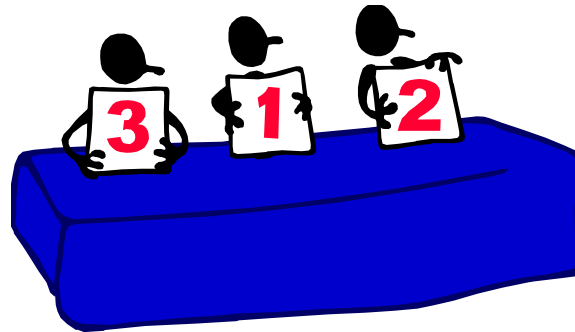
▶ Impacts on mental health

Excessive Negativity & Stress is damaging to your health!

Don't forget..." The Goal"



With Hard Work You Can Improve EI



**Unlearn
old
habits**



How to use EI to develop strong teams?

- The Leader is the key
- Focus upon Managing Self as well as Managing Relationships
- Develop a strong vision for the team
- Genuinely care about the individuals that make up the team
- Demonstrate and model open communication and vulnerability



Effective Teams

An effective team has certain characteristics that allow the team members to function more efficiently and productively.

They develop ways to share leadership roles and ways to share accountability for their work products, shifting the emphasis from the individual to **several individuals** within the team.

The strength of the interpersonal relationships within a team determines how well they function as a whole

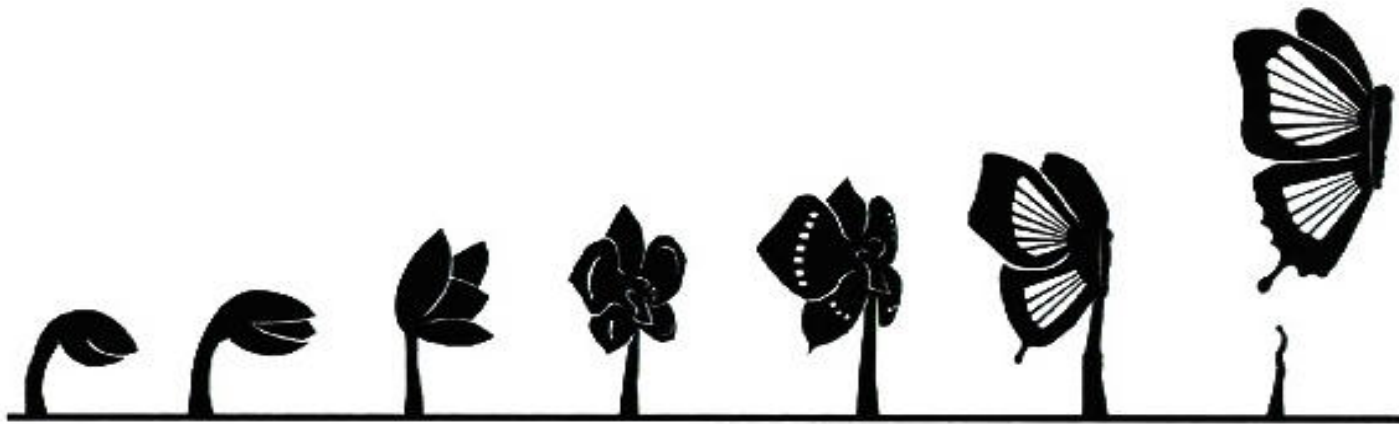
How to move a group to a team?

- ▶ The strength of the interpersonal relationships within a group can determine how well they function as a whole
- ▶ Develop strong interpersonal relationships to develop a strong team
- ▶ The leader must ensure that avenues of communication are clear between all members of a team



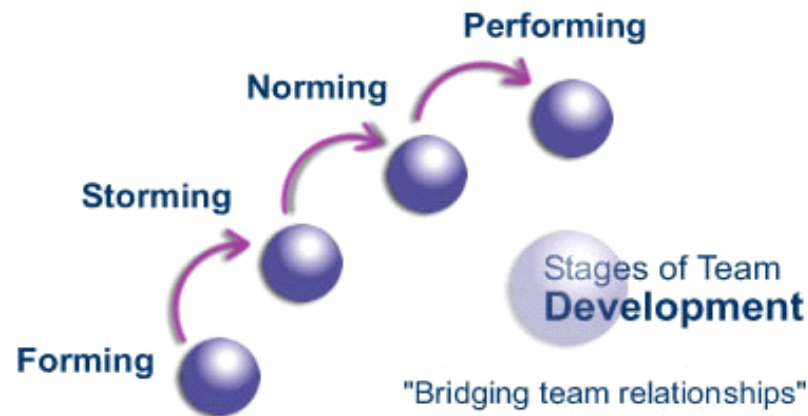
Life Cycle of a Team

- ▶ Team formation takes time, and usually follows some easily recognizable stages, as the team journeys from being a group of strangers to becoming united team with a common goal.



Life Cycle of a Team

- ▶ Psychologist Bruce Tuckman first came up with the memorable words:
- ▶ **forming, storming, norming and performing**
- ▶ In 1965 to describe the path to high-performance that most teams follow.
- ▶ Later, he added a fifth stage that he called “adjourning” (and others often call “mourning” – it rhymes better!)



Life Cycle

► Forming

- Teams come together to begin to figure out how they fit into the group
- Leader must encourage team members to get to know each other
- Ice-breaker games or other methods to cultivate familiarity between colleagues especially effective at this stage





Life Cycle

► Storming

- Conflict tends to arise within a team
- Team members beginning to get comfortable with their roles within the team
- Focus upon opening paths of communication helps significantly during this stage



Life Cycle

► Norming

- Teams begin to hit their stride
- Members may begin to explore social relationships outside of the professional environment
- New conflicts may arise at this time
- Encourage socialization with teambuilding activities

Life Cycle

► Performing

- Everything within the team is working exactly as needed
- Interpersonal relationships between the teams members are strong
- Teams still benefit from having their bonds reinforced





Life Cycle

► Transforming

- Team may complete task or achieve a goal they have been working towards
- May require changes in roles within the team
- Some teams dissolve at this stage while others reorganize and begin working on a different project
- Changes within the makeup of a team can prompt transforming stage



The 5 Dysfunctions of a Team



The 5 Functions of a Team





Overcoming 5 Dysfunctions of a Team

► Members of Trusting Teams:

- Admit Weaknesses and Mistakes
- Ask for help
- Accept questions and input about their area of responsibility
- Give one another the benefit of the doubt
- Take risks in offering feedback and assistance
- Focus time and energy on important issues not politics
- Offer and accept apologies without hesitation
- Look forward to meetings and other opportunities to work as a group

Overcoming 5 Dysfunctions of a Team

► Building Trust

- Developed through shared experiences over time, multiple instances of follow-through and credibility and an in depth understanding of the attributes of team members
- Personal History Exercises
- Team Effectiveness Exercise
- Personality and Behavior Preference Profiles
- ***Leader must demonstrate vulnerability first



Overcoming 5 Dysfunctions of a Team

► Teams that Engage in Conflict

- Have lively interesting meetings
- Extract and exploit the ideas of all team members
- Solve real problems quickly
- Minimize politics
- Put critical topics on the table for discussion





Overcoming 5 Dysfunctions of a Team

► Overcoming Fear of Conflict

- All great relationships require productive conflict in order to grow
 - Acknowledge that conflict is productive
 - Mining for Conflict
 - Real Time Permission
 - Thomas-Kilmann Conflict Mode Instrument
- **Leader must demonstrate restraint to allow conflict resolution to occur naturally

Overcoming 5 Dysfunctions of a Team

► A Team that Commits

- Creates clarity around direction and priorities
- Aligns the entire team around common objectives
- Develops an ability to learn from mistakes
- Moves forward without hesitation
- Changes direction without hesitation or guilt





Overcoming 5 Dysfunctions of a Team

▶ Developing Commitment

- ▶ Commitment is a function of clarity and buy-in not consensus or certainty
- Cascading Messaging
- Clear deadlines for when decisions will be made
- Contingency and Worst-Case
- Scenario Analysis
- ▶ **Leader must be comfortable with making a decision that turns out to be wrong; modeling decision-making



Overcoming 5 Dysfunctions of a Team

- Team that Holds One Another Accountable

- Ensures that poor performers feel pressure to improve
- Identifies potential problems quickly by questioning one another's approaches without hesitation
- Establishes respect among team members who are held to the same high standards
- Avoids excessive bureaucracy around performance management and corrective action



Overcoming 5 Dysfunctions of a Team

► Acceptance of Accountability

- The willingness of team members to call their peers on performance or behaviors that might hurt the team
- Publication of Goals and Standards
- Simple and Regular Progress Reviews
- Team Rewards
- **Leader must allow the team to serve as the first and primary accountability mechanism, but must serve as ultimate arbiter of discipline



Overcoming 5 Dysfunctions of a Team

▶ A Team that Focuses on Collective Results

- Retains achievement-oriented employees
- Minimizes individualistic behavior
- Enjoys success and suffers failure acutely
- Benefits from individuals who subjugate their own goals/interests for the good of the team
- Avoids distractions



Overcoming 5 Dysfunctions of a Team

▶ Developing Attention to Results

- ▶ An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance
 - Public Declaration of Results
 - Results-Based Rewards
- ▶ **Leader must set the tone for a focus on results



Putting it all Together

- Take the time to self-reflect and focus upon building your Emotional Intelligence
 - ☐ Self-Awareness
 - ☐ Self-Management
 - ☐ Social Awareness
 - ☐ Relationship Management
- Create a strong vision for the team you desire to build
- Genuinely value people and show interest in your staff as unique individuals
- Be willing to be vulnerable, open and honest and your staff will follow suit



Final Wrap Up

- Questions and Answers



Acknowledgements:

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The Eighth Habit – Steven Covey

The Five Dysfunctions of a Team – Patrick Lencioni

Mind Tools Club



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