

How Emotionally Intelligent Leadership Impacts On Organisations



Today's Plan



- Check in
- Introduction to Emotional Intelligence - what is it?
- Exercise
- The impact of a leader's EI on a team/organisation
- How a leader's EI relates to workplace innovation
- Discussion and thoughts

Check in

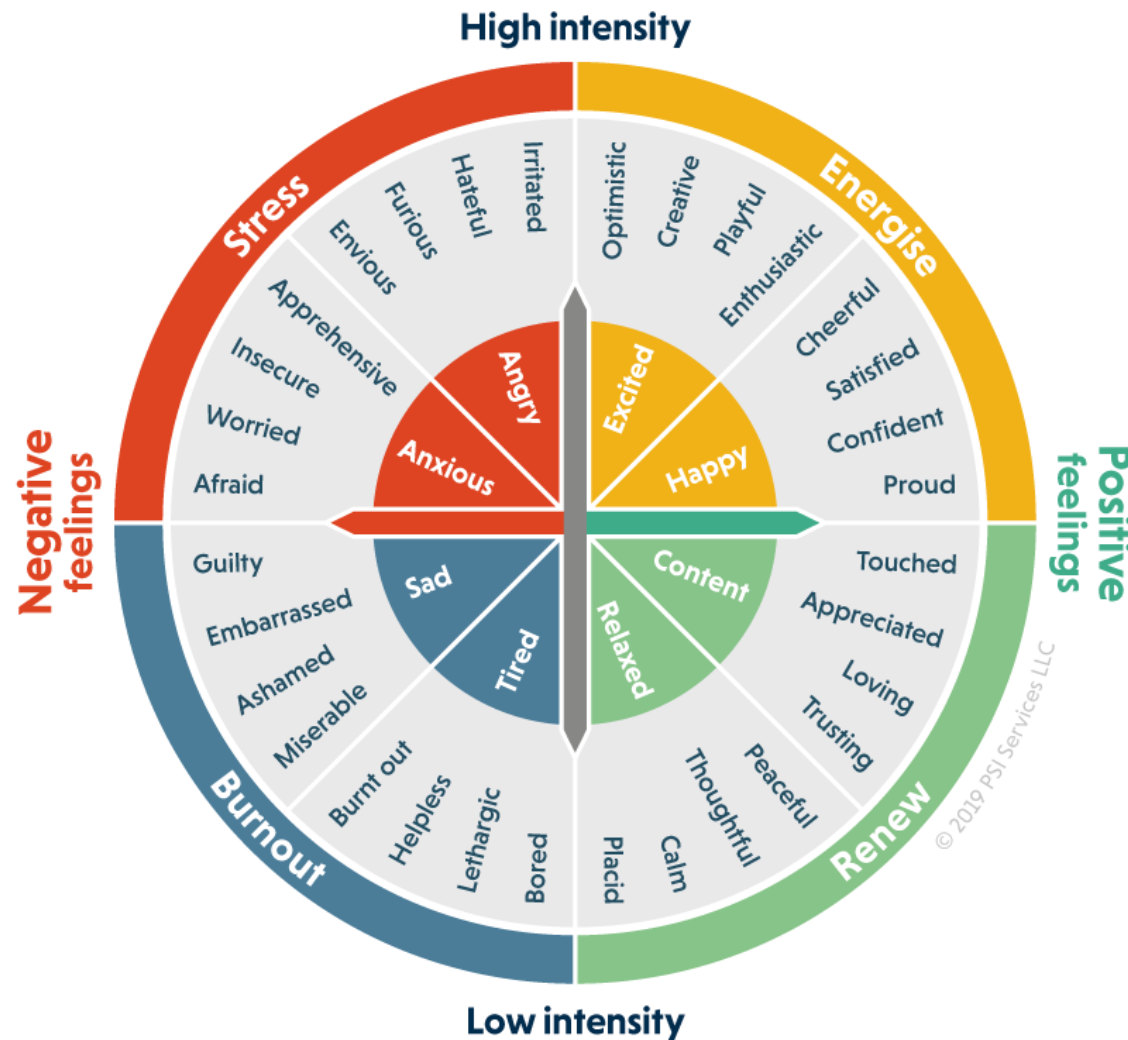


HOW are you?

What are you aware of as
we begin this session?

What do you need to leave
at the door?

How are you feeling?



How poor EI affects others



Work attitudes

Lower job satisfaction ^{1,2}
Reduced commitment ^{1,2}
Increased intent to quit ^{1,2}

Psychological well-being

Increased stress ^{1,3}
Greater emotional exhaustion ¹
Depression ¹

Behaviour

Retaliatory counterproductive behaviours ^{1,2}
Increased conflict ³
Reduced collaboration in teams ⁴

Sources:

1 Hershcovis & Barling (2010) 2 Chiaburu & Harrison (2008) 3 Skogstad (2007) 4 O'Neill, Allen & Hastings (2013)

The Evidence



- 90% of top performers are high in EI
- Employees 4x more likely to be engaged in emotionally intelligent leadership climates
- 67% of competencies essential to effective leadership performance are EI related
- Leaders with higher EI are more emotionally resilient
- Managers trained in EI deliver twice the profit of those that are not

Source: <https://www.psionline.com/en-gb/talent-management/emotional-intelligence/>

Benefits of Emotional Intelligence?



Performance

Higher performance at work ^{1,2,3}

Engagement

Greater job satisfaction, organisational commitment
and lower turnover intentions ⁴

Well-being

Better physical, mental and psychosomatic health ^{5,6,7}

Leadership

More likely to create a positive leadership climate ^{8,9}

Sources:

1 Hughes & Maddocks, 2018

2 Joseph, Jin, Newman and O'Boyle, 2015

3 O'Boyle, Humphrey, Pollack, Hawver and Story, 2011

4 Miao, Humphrey and Qian, 2017

5 Martins, Ramalho and Morin, 2010

6 Andrei, Siegling, Aloe, Baldaro and Petrides, 2017

7 Maddocks and Hughes, 2017

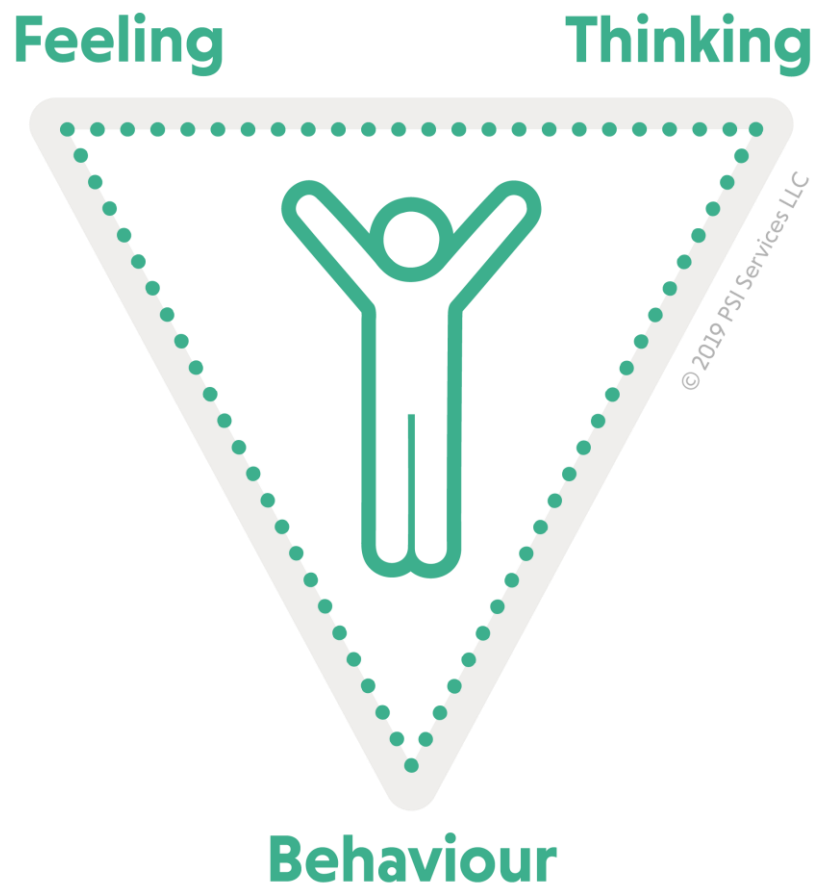
8 Maddocks, 2017

9 Miao, Humphrey and Qian, 2016

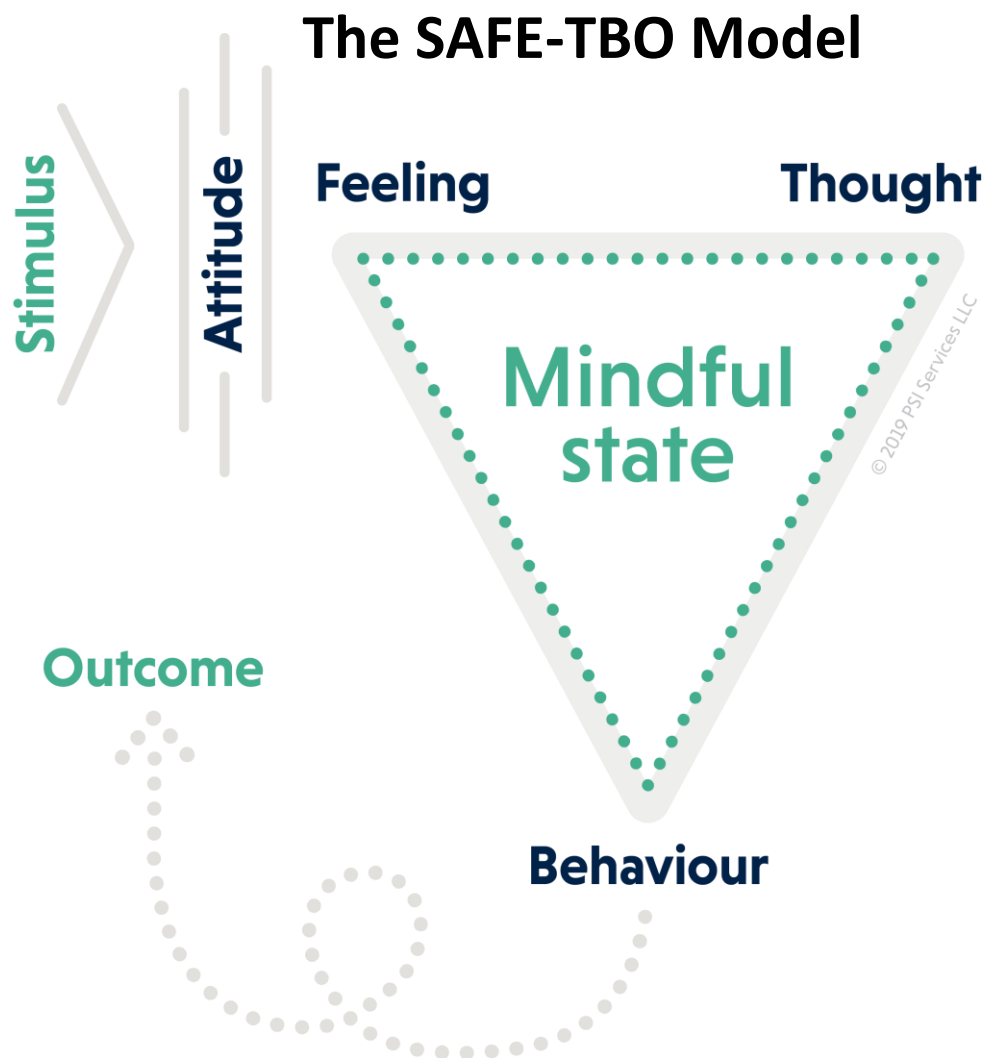
Thinking, Feeling, Behaviour



“ The habitual practice of thinking about feeling to guide our behaviour. ”



How does EI affect performance at work?



Neuroscience clearly shows there are several stages in how we process emotions. By practicing Emotional Intelligence you can learn to notice each of these stages and then how to manage them effectively.

Stimulus	S	You criticise me
Attitude	A	I am incompetent
Feeling	Fe	Upset and angry
Thought	T	I give up
Behaviour	B	I withdraw
Outcome	O	We don't communicate

Think of a leader or colleague
who you especially admire . . .
What are their key strengths?

Strengths



Think of a leader or colleague
who you especially admire . . .

What are their key strengths?

Now think of a leader or colleague
who you do not trust or admire . . .

What are their key weaknesses?

[illegible]

Weaknesses	Strengths
I'm not OK, You're not OK	I'm OK, You're OK
Judgemental of self and others	Accepting of self and others
Feel threatened and defensive	Open and non-defensive
Poor awareness of self and others	Aware of self and others
Become rigid and reactive	Manage feelings and behaviours
Blame others and avoid accountability	Take accountability for own actions
'All or nothing' thinking and choose not to listen	Explore differences and actively listen
Respond negatively to conflict	Assertively address difficult issues
Deliver results regardless of others	Deliver results and value relationships
Create a survival climate	Build a thriving climate
Win-Lose relationships	Win-Win relationships
Short-term 'success'	Long-term 'success'

When individuals hold Survival attitudes, they are likely to perform at their worst and bring out the worst in others.

Survival	Mindful
I'm not OK, You're not OK	I'm OK, You're OK
Judgemental of self and others	Accepting of self and others
Feel threatened and defensive	Open and non-defensive
Poor awareness of self and others	Aware of self and others
Become rigid and reactive	Manage feelings and behaviours
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Short-term 'success'

Long-term 'success'

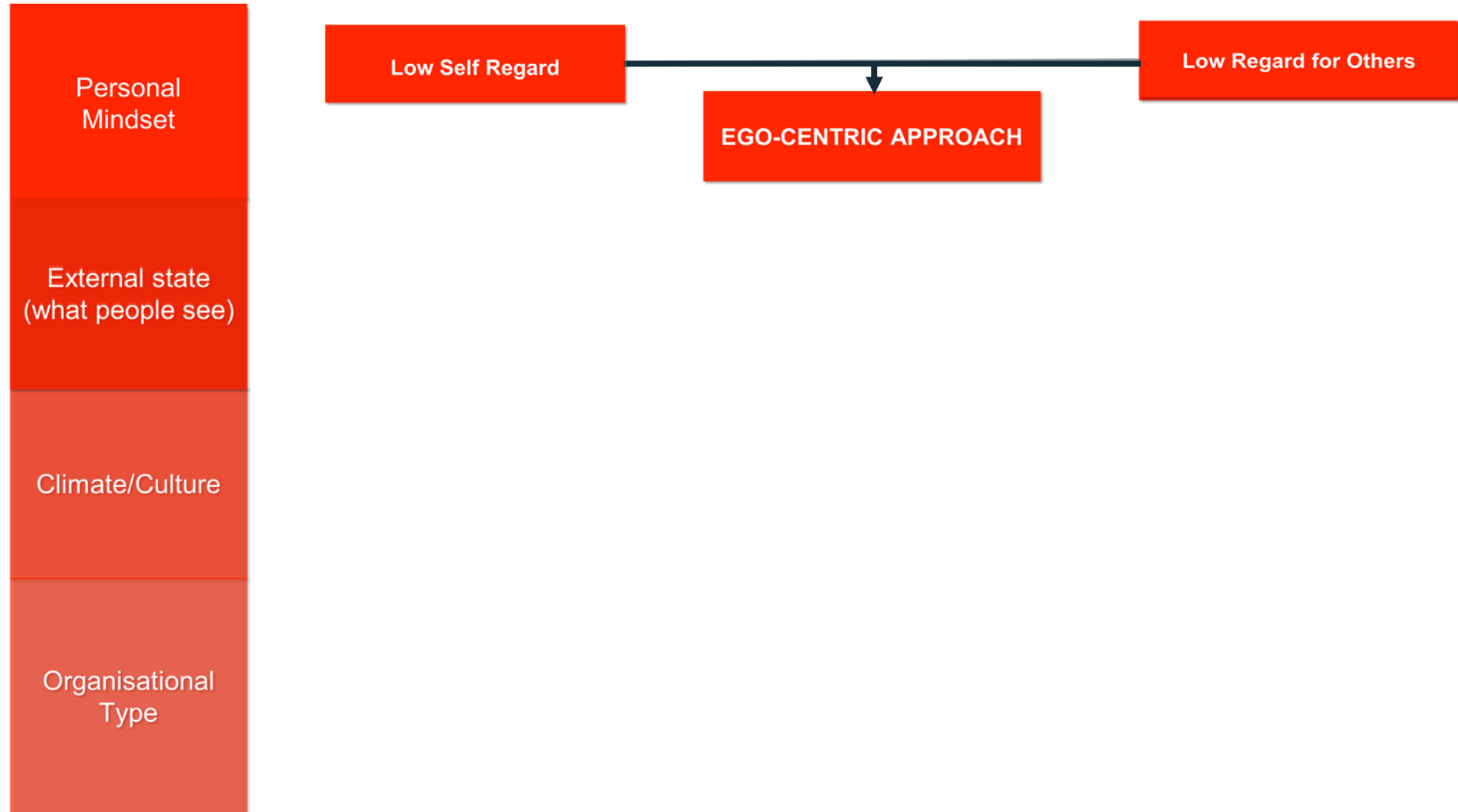
When individuals hold Mindful attitudes, they are likely to perform at their best and bring out the best in others.



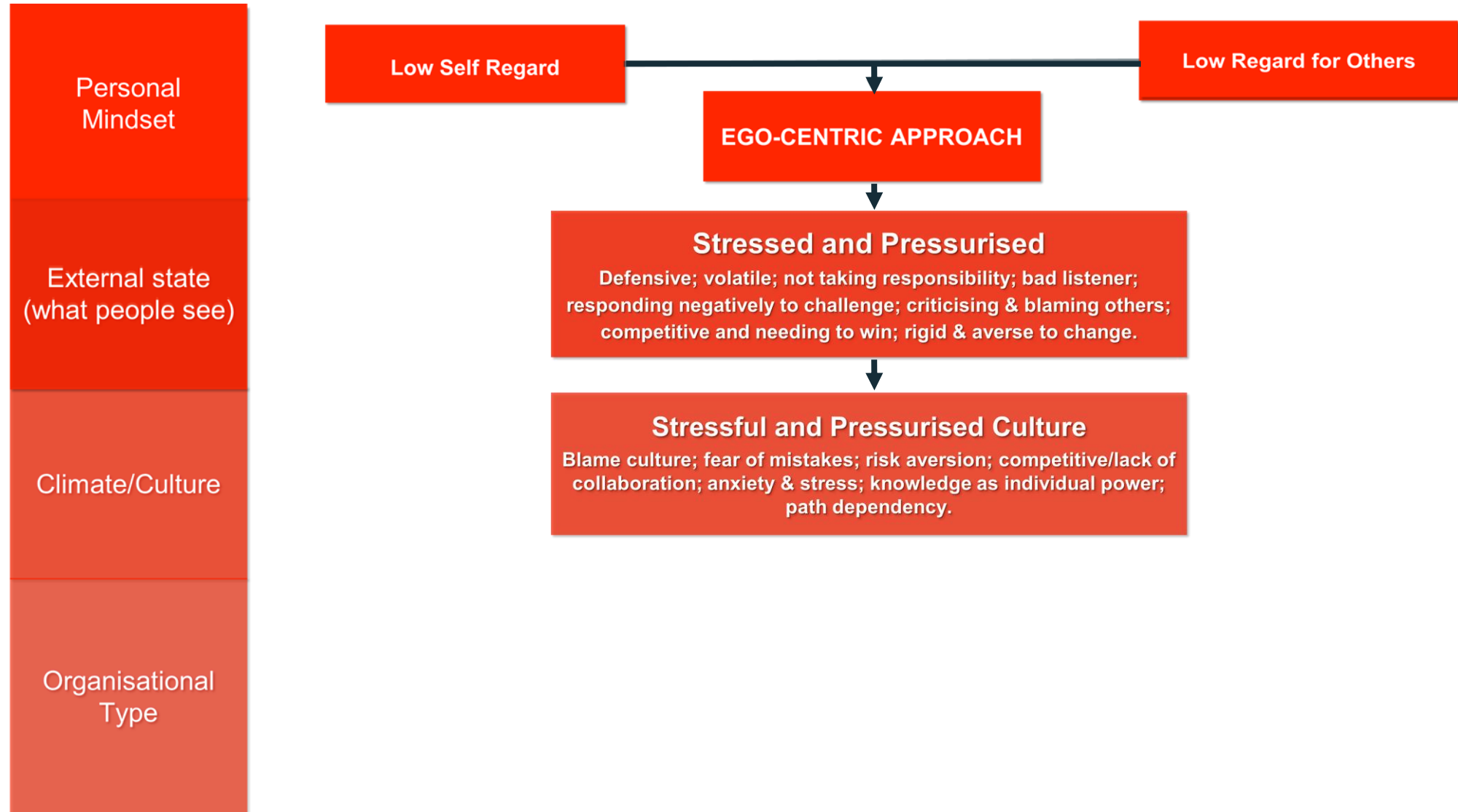
Mindful and Survival in the Workplace

Survival Climate	Mindful Climate
Low trust – high blame	High trust – low blame
Undertone of threats & fear	Mutual support/optimism
Guardedness	Honesty and openness
Hostility	Strong teamwork
Mistakes as failure	Mistakes as learning
Withholding energy	Co-operation
Risk avoidance	Risk taking
Driven by external motivation	Self-motivated
Anxiety	Excitement
Hyper-rivalry	Friendly competition
Silo perspective	Shared vision/win-win
Focus on self-preservation	Accountability

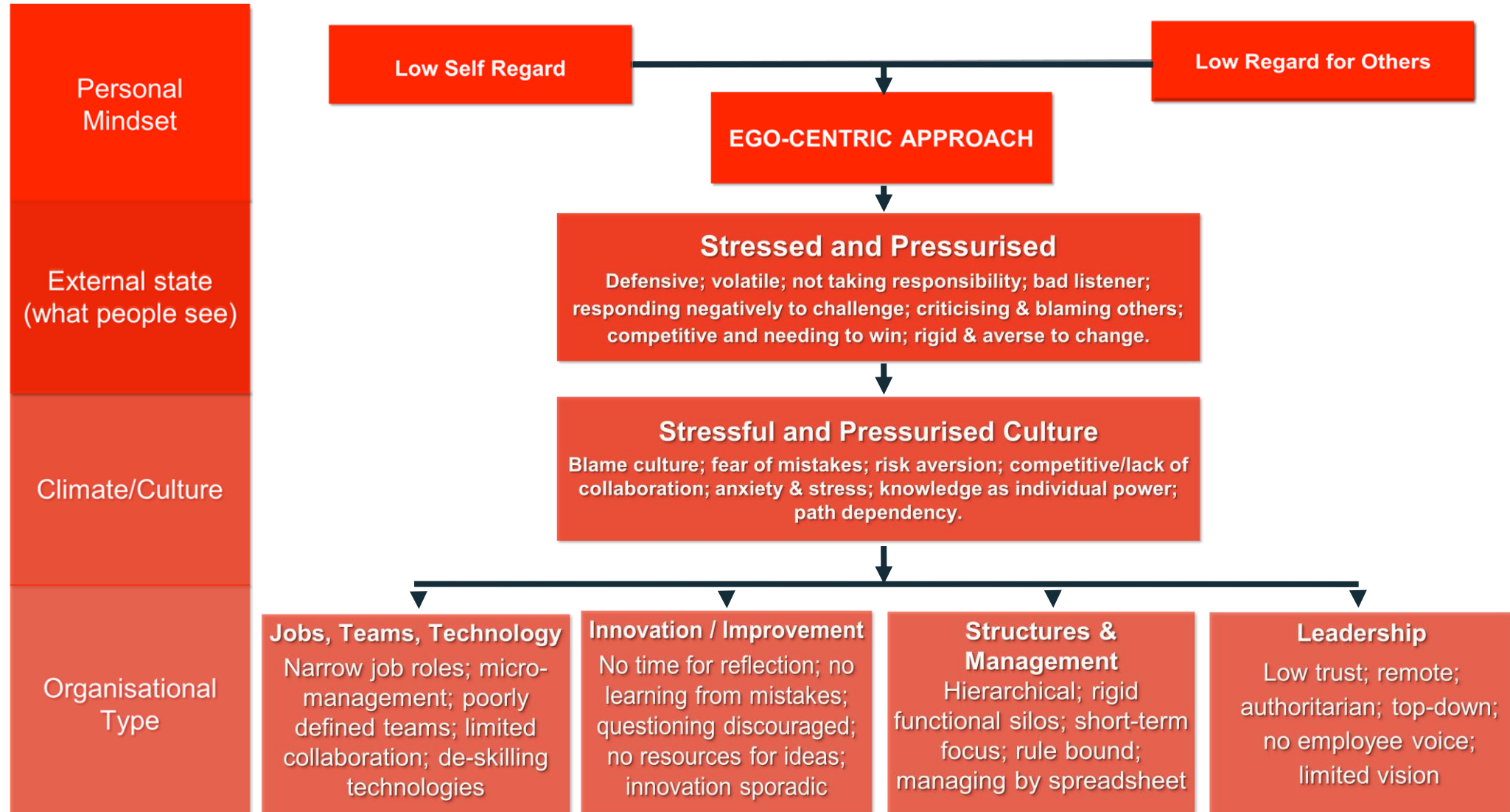
Leader with High EI = Disconnected Leadership



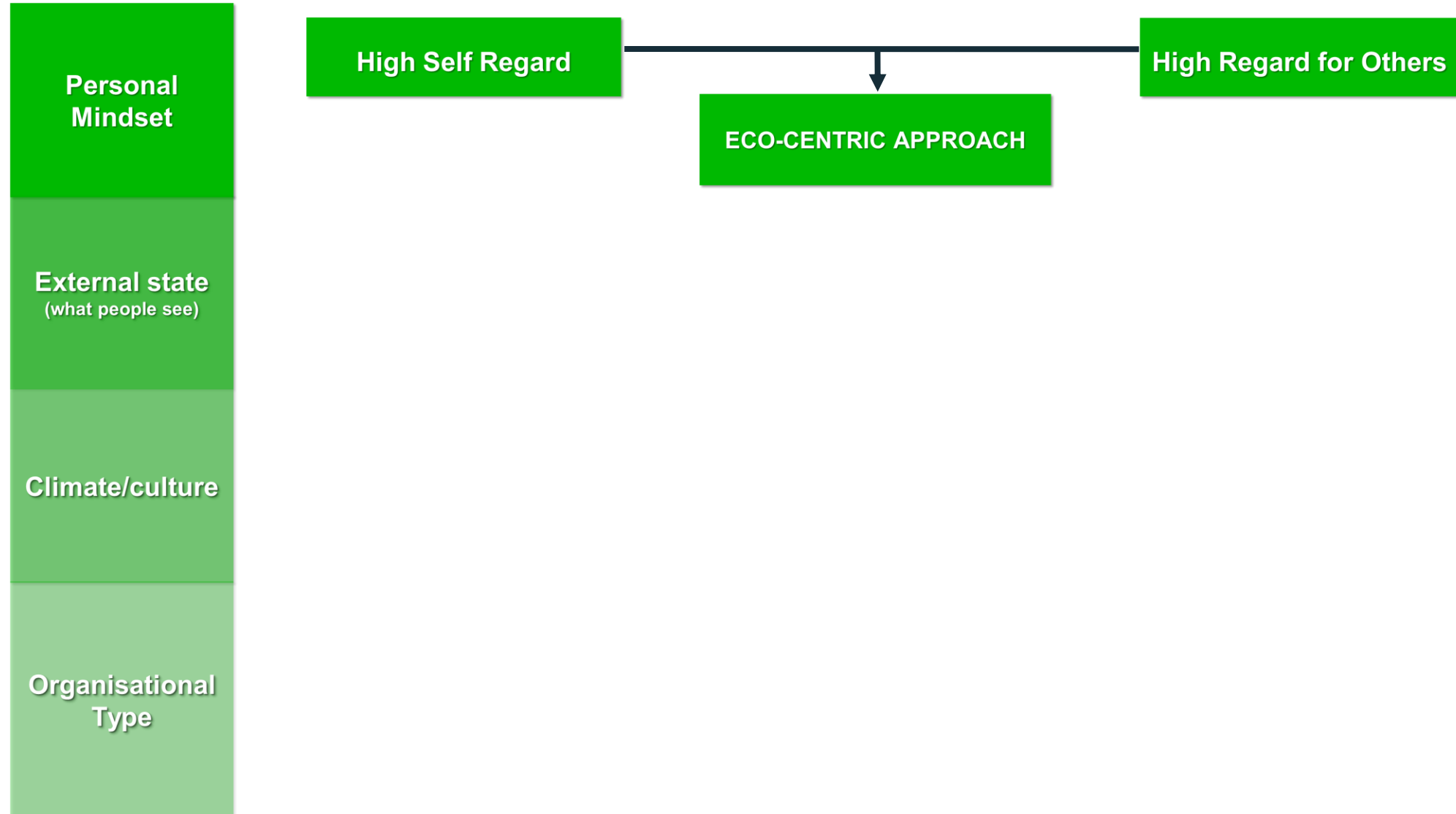
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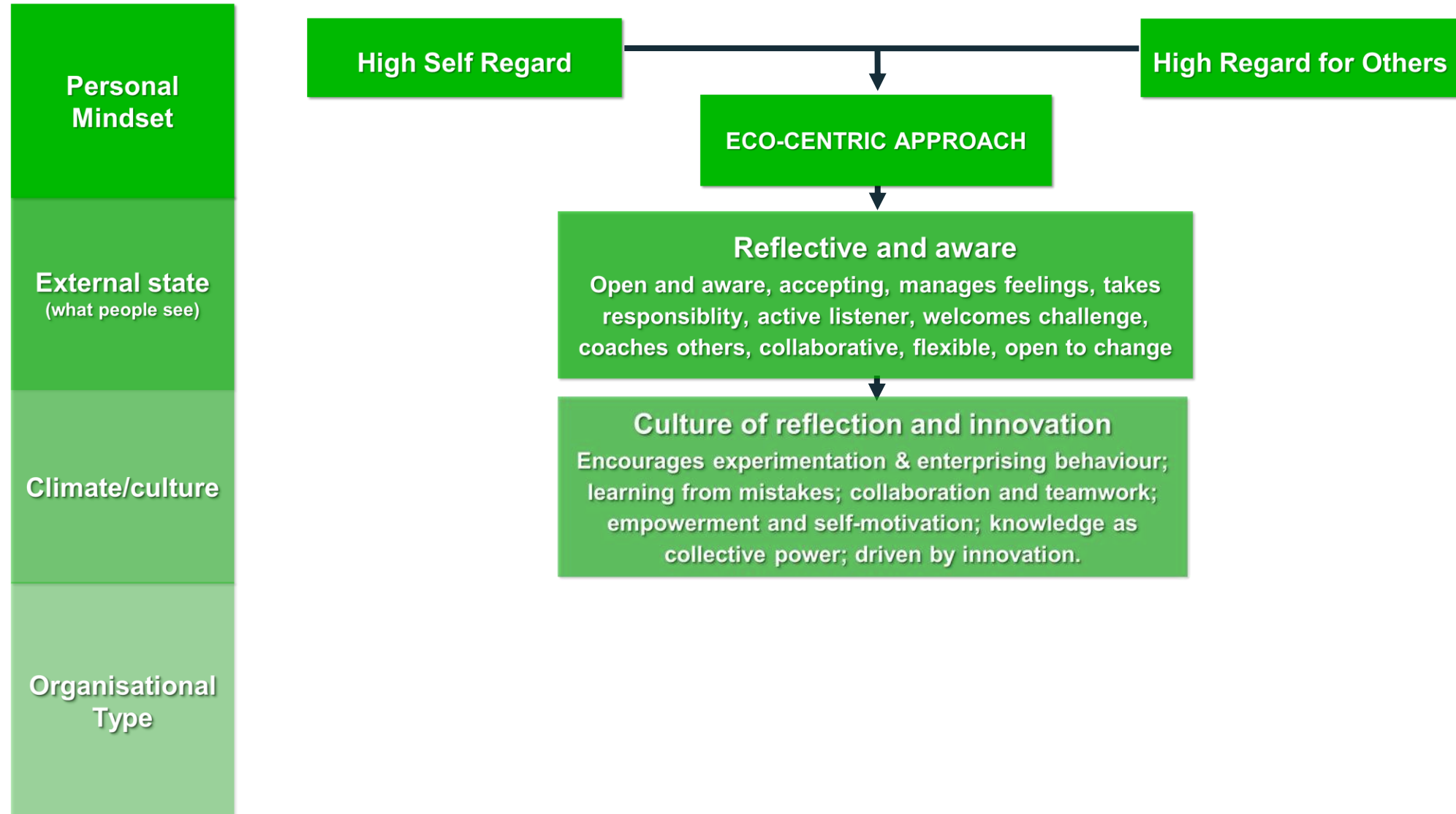
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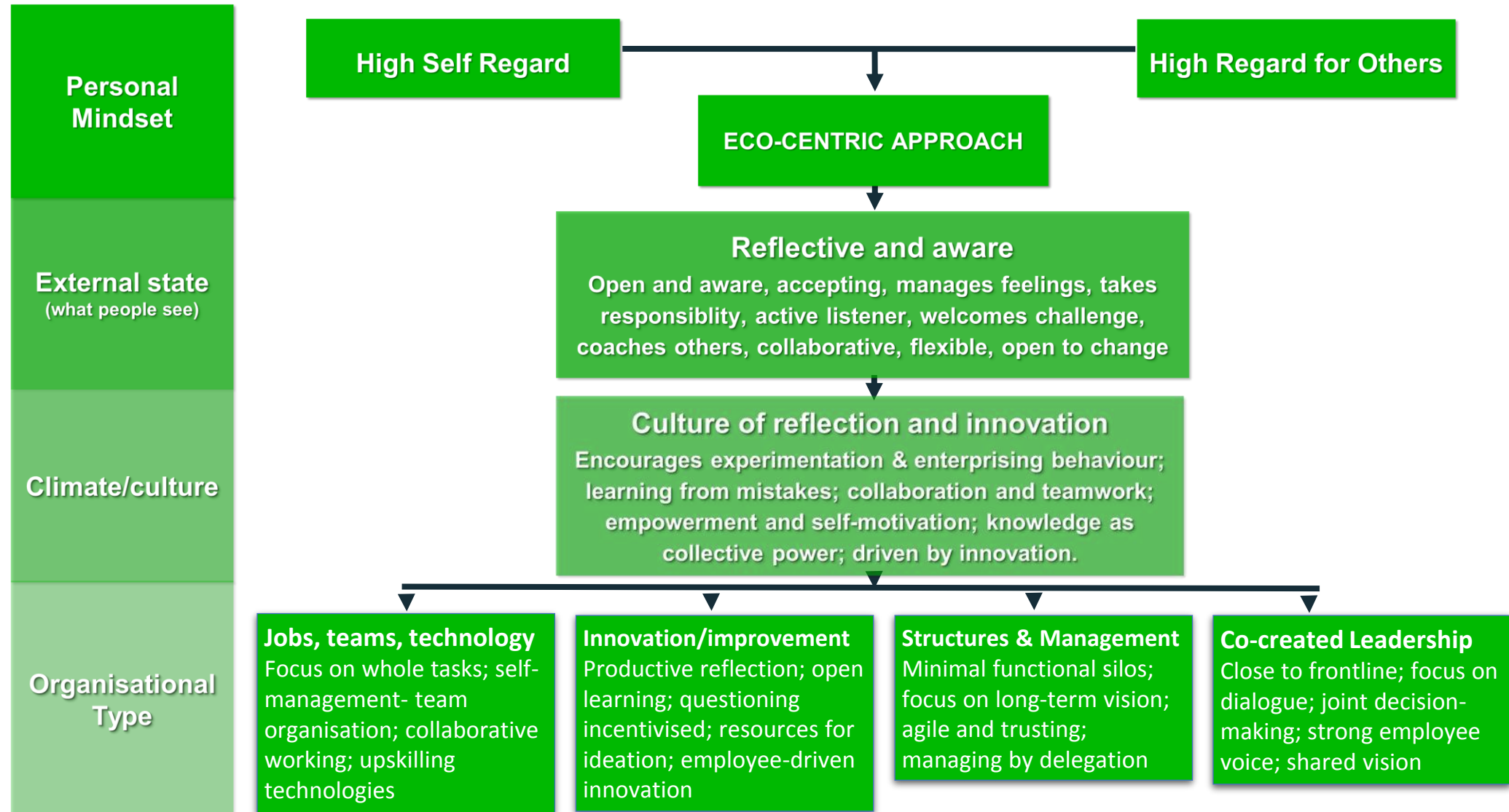
Leader with High EI = Co-Created Leadership



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Leader with High EI = Co-Created Leadership



If you would like to find out more about how Emotional Intelligence can help you or your organisation please contact **Natalie**.

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