

Emotional Intelligence: The Sine Qua Non for Leadership

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The contents of this presentation reflect the view of the presenter, not of CML.



Manager Versus Leader

What is the difference between a manager and a leader?

Leadership is about getting people *committed* to a vision and common goal while managing is more about *administering* and making sure the day-to-day things are happening as they should.

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Management vs. Leadership



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Management vs. Leadership



*Management is about **arranging** and **telling**.
Leadership is about **nurturing** and **enhancing**.*

Tom Peters

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Leadership

- Leading People
- Vision
- Change
- Facilitates Decisions
- Long-term Horizon
- Coaching
- Transformational

Management

- Managing Work
- Objectives
- Stability
- Makes Decisions
- Short term
- Directing
- Transactional

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Enter... Emotional Intelligence



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Emotional Intelligence

The ability to monitor one's own and others' feelings, to discriminate among, and to use the information to guide one's thinking and action."

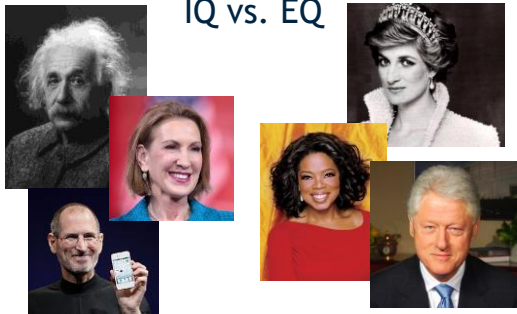
Salovey & Mayer (1990), Emotional Intelligence: Imagination, Cognition, & Personality.



EQ	IQ
Street smarts	Intellectual
Perceptive	Analytical
Relational	Logical
Intuitive	Rational



IQ vs. EQ





5 Elements

- Knowing one's emotions (self-awareness)
- Managing emotions
- Motivating oneself
- Recognizing emotions in others
- Handling relationships with others

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Emotional Intelligence Skills

(as measured by the Emotional Quotient-Inventory EQ-I)

Intrapersonal (inner-self)

- Emotional self-awareness
- Assertiveness
- Independence
- Self-regard
- Self-actualization

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Interpersonal (people skills)

- Empathy
- Social responsibility

Adaptability (assess & respond to difficult situations)

- Problem solving
- Reality testing
- Flexibility

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Stress Management

- Stress tolerance
- Impulse control

General Mood (outlook on life)

- Happiness
- Optimism



Role of EI

- Clear and basic connections between high EI and the skills associated with leadership excellence and success at work.
- 66-75% of a leader's time is spent in interpersonal communication skills
- Emotionally intelligent traits are increasingly being demanded in the workplace
- *In the corporate world, IQ gets you hired but EI gets you promoted.*



Changing Nature of Leadership*

Leadership skills cited as most important:

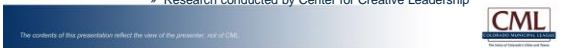
10 Years Ago

- Resourcefulness
- Decisiveness
- Doing whatever it takes

Now

- Participative management
- Building and mending relationships
- Change management

» Research conducted by Center for Creative Leadership



Questions?

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