

Disclosure of Commercial Interests

I have commercial interests in the following organization:

Druthers Agency, Inc. – President

- *Druthers Agency is an Executive Search firm that has specialized in the placement of Long Term Care and Senior Housing professionals since 1974.*



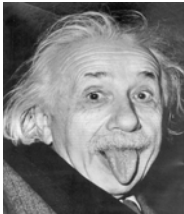
Emotional Intelligence:
Leading With Heart And Mind



*Jeffrey Harris Bilson
Druthers Agency, Inc.*

“Not everything that can be counted counts, and not everything that counts can be counted.”

– *Albert Einstein*



Directing Your Career Path

- *Standard* – look from the outside and see how to make ourselves a more attractive commodity
- *More effective* – look from the inside out and find what constitutes fulfillment and success

Emotional Intelligence (EQ) is the difference

Definition Of Emotional Intelligence

“Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.”



- Daniel Goleman

What Emotional Intelligence IS


- Wise and deliberate use of one’s emotions
- Activating platform for ethical values
- Neurological, biological and psychological
- Foundation for successful leadership skills

What Emotional Intelligence Is NOT

- EI is not “touchy-feely”
- EI is not about “being nice”
- EI is not fixed
- EI is not “heart over head”

Is There A Gender Difference in EQ?

While women surpass men at sensing emotions...



EQ differences are wide in the general population, but not in successful leaders.

Why EQ?

- Emotion is a form of information
- You can't always control what happens, but you can control how you respond
- EQ is the greatest differentiator in leadership

EQ Is A Business Imperative

“The key to good decision-making is not knowledge, it is understanding.

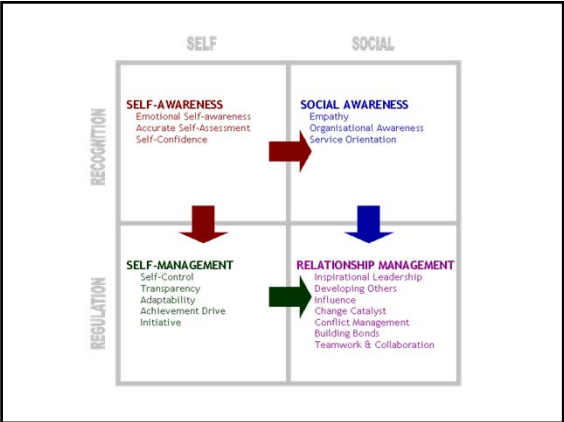


We are swimming in the former. We are desperately lacking in the latter”

- Malcolm Gladwell

Competencies in EQ

- Self-Awareness (Understanding Emotions)
- Self-Management (Regulating Emotions)
- Social Awareness (Empathy For Emotions)
- Relationship Management (Using Emotions)

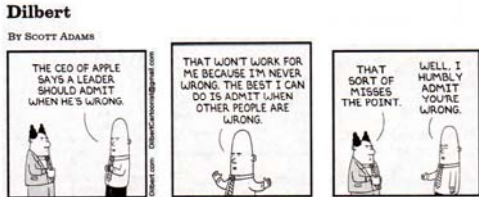


Self-Awareness

Foundation skill for three competencies:
emotional awareness, self-assessment, and self-confidence

- Most important part of EI – base of everything
- Recognize how your emotions affect you and others
- Accurate self-assessment is hallmark of stars

Inaccurate Self-Assessment



Self-Management

Foundation skill for five competencies: self-control, transparency, adaptability, initiative, and achievement drive

- Self-control of time as well as emotions
- Remain optimistic in the face of challenge
- Motivated by internal, not external, factors
- Align work with values

Social Awareness

Foundation skill for three competencies: empathy, organizational awareness, and service orientation

- Most easily recognized of EQ competencies
- Requires self-awareness as foundation
- Doesn't mean agreeing with feelings of others

Relationship Management

Foundation skill of six competencies, revolving around social interaction skills

- Culmination of other dimensions of EI
- Key to leadership, team management
- Ability to manage change and motivate people

Leadership

“Leadership consists not in degrees of technique but in traits of character; it imposes on both leader and follower alike the burdens of self-restraint.”

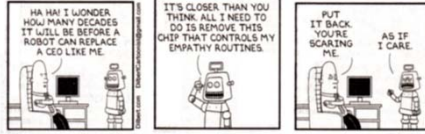
- Lewis H. Lapham



Traditional View of Leaders

Dilbert

BY SCOTT ADAMS



Need to incorporate EI skills into leadership in today's environment

Competencies For Leaders

Three main clusters of competencies for leaders:

- 1) Personal – achievement, self-confidence, commitment...
- 2) Social – influence, political awareness, empathy...
- 3) Cognitive – strategic, conceptual, seeker of information...

Great leaders instill strategy with meaning

Management vs. Leadership

- Management is the “what” and the “when”; leadership is the “who” and the “why”
- Leadership is an emotional craft (2/3 of CEO competencies are EI-based)
- Aptitudes of leadership are learned

EQ and Leadership

- EQ factor is 60% of success for star performers; 90% for star leaders
- Leadership entails exciting the imagination
- Leader is the key source of emotional tone
- Leaders at risk for “emotional incontinence”

EQ And Teambuilding

- Social effectiveness of group predicts success
- Rapport hinges on empathy
- See team members as people, not functions



Six Leadership Styles

- Coercive (“Do What I Say”)
- Authoritative (“Come With Me”)
- Affiliative (“People Come First”)
- Democratic (“Everyone Is Equal”)
- Pacesetter (“Reach For The Stars”)
- Coaching (“Let’s Work On You”)

The best leaders use several styles

Coercive Leadership

El competencies: achievement drive, initiative, self-control

- Demands immediate compliance
- Works best when in a crisis or turnaround
- Inhibits flexibility and dampens enthusiasm
- Negative impact on climate

Authoritative Leadership

El competencies: self-confidence, empathy, change catalyst

- Mobilizes people toward a vision
- Works well for new vision or clear direction
- States overall goal and gives freedom on path
- Most strongly positive impact on climate

Affiliative Leadership

El competencies: empathy, communication, building relationships

- Creates harmony and builds emotional bonds
- Works best for broken teams or stressful times
- Focus on positive feedback rather than advice
- Positive impact on climate

Democratic Leadership

El competencies: collaboration, communication, team leadership

- Forges consensus through participation
- Builds responsibility and generates ideas
- Works best for brainstorming or buy-in
- Positive impact on climate

Pacesetting Leadership

El competencies: conscientiousness, initiative, self-confidence

- Sets and models high performance standards
- Works best with self-motivated employees
- Can cause some to feel pressured/resentful
- Negative impact on climate

Coaching Leadership

El competencies: empathy, self-awareness, developing others

- Help employees improve and develop
- Focus on personal development, not tasks
- Works best with self-aware members of team
- Positive impact on climate

Selecting A Corporate Culture

- Start with accurate self-assessment
- Look at leadership style(s) used and needed
- Monitor reactions to emotional climate
- Seek alignment between values and goals of you and of the company

Poor Values Alignment



"My career doesn't reflect what my passions are as much as where my health insurance is."

Questions To Ask Of Yourself

- Do I know what is expected of me at work?
- Does anyone encourage my development?
- Do I have a chance to do what I do best?
- Does my supervisor seem to understand me?

Symptoms of Poor Alignment

- Worried, anxious, confused about priorities
- Time-pressured, inefficient
- Tired, fatigued, frustrated
- Lack of engagement
- Poor work/life balance

Attributes of Company Culture

- Competitive
- Decisive
- Results-Oriented
- Innovative
- Developmental
- Supportive
- Methodical
- Team-Oriented
- Structured
- Socially Conscious

Questions To Ask In An Interview

- What is it like to work for your company?
- What does your company value most in employees?
- Tell me about the top performer in your company.
- How does your company define success?

Mentorships & Mentoring

- Identify top performers in company that you would like to develop
- Identify areas for self-development and approach others with those strengths
- Incorporate mentoring culture in everyday operations

Choose Your Mentors Wisely



Assessment Of Cultural Fit (handout)

- Rate each cultural attribute on a scale of 0-5, reflecting its importance to you in assessing a work environment
- Rate your current company (or a company you are evaluating) on each cultural attribute
- Calculate the potential for cultural fit using the provided key

Improving Your EQ

- Do a self-evaluation (see handout)
- Keep journal
- Role-play
- Change language to change context (see handout)

Plan Of Action For EQ (handout)

- The most important thing I learned about EQ today:
- Right now, I feel that I am strong in the EQ competency of:
- The EQ competency which I most want to work on is:
- Specific things I will try to do in order to raise my EQ:
