

Keys to Effective Leadership

Effective leaders:

- Inspire a shared vision
- Care sincerely about others:
 - Their well-being
 - Their personal development
- Enable others to act - Give them the tools and methods to solve the problem
- Empower others and encourage them to be creative and to take initiative.
- Serve as positive role models

The people/children you work with need to trust and have confidence in your skills and direction

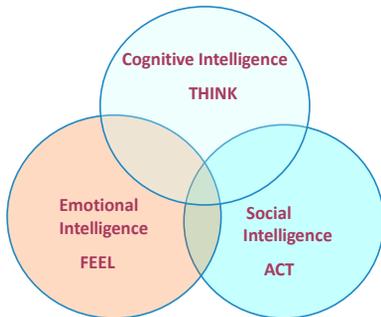
8 Essential Qualities That Define Great Leaders

1. Sincere enthusiasm
2. Integrity
3. Great communication skills
4. Loyalty
5. Decisiveness
6. Open mindedness
7. Empowerment
8. Charisma

The best leaders are well-spoken, approachable and friendly and show sincere care for others

Forbes 2018

Three essential competencies





How does this relate to Leadership and Emotional Intelligence?

Interpersonal skills are integral to effective leadership

- Research has shown that it is clear that emotional intelligence is vital for leaders
 - benefits work outcomes
 - improves the climate
 - reduces resistance to change
- EI contributes to one's ability to nurture positive relationships
- EI enables leaders to make good decisions and act effectively



What is emotional intelligence?

- The ability to:
 - perceive emotions in oneself and others accurately
 - understand emotions, emotional language, and the signals conveyed by emotions
 - use emotions to facilitate thinking
 - manage emotions so as to attain specific goals



J.D. Mayer & P.Salovey

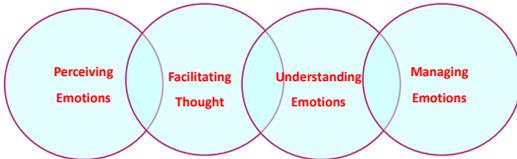
The history of Emotional Intelligence

- 1930s - Edward Thorndike described the concept of social intelligence as the ability to get along with other people by being able to understand the internal states, motives and behaviors of oneself and others.
- 1940s – David Wechsler developed the concept of non-cognitive intelligence stating that it is essential for success in life.
- 1950s – Humanistic Psychologist Abraham Maslow suggested that people can build emotional strength.
- 1975 - Howard Gardner introduced the concept of multiple Intelligences - Interpersonal and Intrapersonal Intelligence and said it is as important as IQ
- 1987 – In an article published in Mensa Magazine, Keith Beasley used the term "emotional quotient." It has been suggested that this is the first published use of the term.
- 1990 - Psychologists Peter Salovey and John Mayer published their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*.
- 1995 - The concept of EI got popularized after the publication on Daniel Goleman's book —*Emotional Intelligence: Why It can Matter More than IQ*

www.ijstm.com

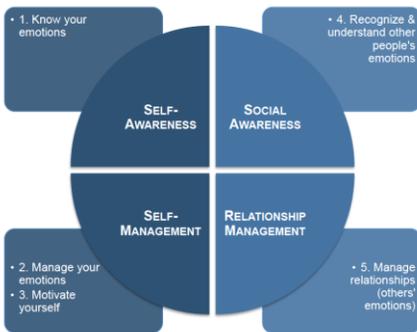
Mayer & Salovey's Ability Model

4 inter-related abilities



(Mayer & Salovey, 1997; Salovey & Mayer, 1990)

Five domains of Emotional Intelligence



Daniel Goleman, 1995

Developing Emotional Intelligence components

Self-Awareness

Emotional Self-Management

Social Awareness

Relationship Management



What are emotions?

- Emotions are signals about relationships and related actions
- Each emotion means something different and operates in a particular way
- Each emotion has its own function and set of moves
- Provide a strong impulse to take action

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



Joy



Surprise



Sadness



Fear



Disgust



Anger

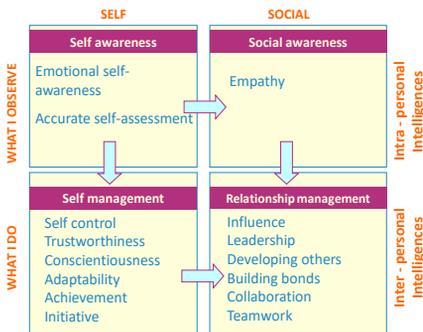
Understanding emotions

- Recognize what events are likely to trigger different emotions
- Know that emotions can combine to form complex blends of feelings
- Realize that emotions can progress over time and transition from one to another
- Develop an emotional vocabulary for greater precision in describing feelings and blends of feelings

Reading emotions across cultures

- We all use facial expressions as tools for social communication
- Culture influences our perception of emotions in various subtle ways
- An awareness of these cultural influences may improve the accuracy with which we decode emotions during our interactions with people from other cultures
- Americans are very open with their emotions, and thus, with their facial expressions
- Smiling is more often used in some countries as a way to express respect during a conversation rather than to outwardly express one's internal emotions

Goleman's Competencies Model

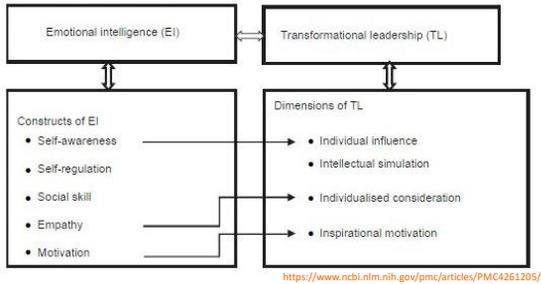


Transactional vs Transformational Leadership

Categories	Transactional	Transformational
Leader's source of power	Rank, position	Character, competence
Follower reaction	Compliance	Commitment
Time frame	Short term	Long term
Rewards	Pay, promotion, etc.	Pride, self-esteem, etc.
Supervision	Important	Less important
Counseling focus	Evaluation	Development
Where change occurs	Follower behavior	Follower attitude, values
Where "leadership" found	Leader's behavior	Follower's heart

The link between Emotional Intelligence and transformational leadership

Model of Emotional Intelligence and transformational leadership



Why are these competencies especially important?



Leaders possessing emotional intelligence

- 1. Are Compassionate
- 2. Are Effective Communicators
- 3. Are Self-Aware
- 4. Are Authentic
- 5. Possess Self-Respect and respect for others abilities
- 6. Lead With Heart
- 7. Have a Sense of Humor
- 8. Are Confident
- 9. Are intuitive
- 10. Are Creative



"10 Reasons Why Emotional Intelligence is Critical for Leaders." by Tracy Crossley, Huffington Post, March 2, 2018

- Emotional intelligence and the ability to:

- Recognize and manage your feelings
- Perform well and consistently in a range of situations and when under pressure
- Be aware of the needs and feelings of others and to use this awareness effectively to arrive at decisions that impact them
- Persuade others to change their viewpoint on a problem, issue or decision
- Use and trust your insight to arrive at and implement decisions when faced with ambiguous or incomplete information
- Act consistently and in line with understood ethical requirements

Can Emotional Intelligence be learned?

- Building one's emotional intelligence cannot-will not-happen without sincere desire and concerted effort.
 - Must break old behavioral habits and establish new ones
 - You need:
 - to be motivated to change,
 - Practice
 - feedback from others

Keys to learning emotional intelligence

- Developing the ability to:
 - deal with one's own negative emotions
 - stay cool under pressure
 - stay proactive, not reactive in the face of a difficult person
 - be assertive and express difficult emotions when necessary
 - express intimate emotions in close, personal relationships

Taking the time to reflect

Recognizing and naming emotions

Understanding the causes of feelings

Differentiating between emotion and the need to take action

Managing anger through learned behavior or distraction techniques

Listening for the lessons of feelings

Developing listening skills

Strategies for Promoting Emotional Intelligence

How can you increase self awareness?

“Step Outside Yourself!”

- Listen to your emotions carefully
- Watch your responses consistently
- Learn to understand your impulses
- Track tendencies in emotionally charged situations
- Learn how your emotions are affected by different people and situations
- Understand what it is about the person or situation that elicits your reaction/response

Increasing self management skills

- Take time to analyze and “problem solve” before responding to significant challenges!
- Learn to “catch” your emotions before they initiate!
- Plan & prepare for difficult situations
- Discipline yourself!
- Learn to reshape & direct your reactions!

Increasing social awareness

Empathize!

- Focus and maximize your powers of observation of emotions, actions and reactions of others
- Ask, listen and learn what other people are feeling
- Look into and understand the perspectives and sensibilities of others
- Determine the factors that influence others positively & negatively

Increasing relationship management

- Take feedback well
 - Receiving critical feedback is not easy for most of us.
- Acknowledge the Other Person’s Feelings
 - When you know someone is experiencing strong emotions
 - acknowledge their feelings in a positive way, and
 - ask how you can help.
- Offer a “Fix-it” Statement During a Conflict
 - Conversations about conflict or other difficult situations have a bad tendency to turn into blame games

What are your strengths?



What are your weaknesses?

Emotional intelligence requires you to take 100% responsibility for the outcome of all your actions

Focus on changing yourself and not the other person

Emotional intelligence and resilience

- El and resilience in stressful circumstances
 - You will be able to cope better with the emotional demands of stressful encounters
 - You are able to accurately perceive and appraise their emotions
 - You will be able to help the child express their feelings
 - You will be able to effectively regulate their mood states
- Resilient individuals have:
 - optimistic, and energetic approaches to life
 - are curious and open to new experiences
 - are characterized by high positive emotionality



26 percent of American children will have experienced at least one serious traumatic event before reaching the age of four

The Devereux Adult Resilience Survey (DARS)

Relationships			
1. I have good friends who support me.			
2. I have a mentor or someone who shows me the way.			
3. I provide support to others.			
4. I am empathetic to others.			
5. I trust my close friends.			
Internal Beliefs			
1. My role as a caregiver/educator is important.			
2. I have personal strengths.			
3. I am creative.			
4. I have strong beliefs.			
5. I am hopeful about the future.			
6. I am lovable.			
Initiative			
1. I communicate effectively with those around me.			
2. I try many different ways to solve a problem.			
3. I have a hobby that I engage in.			
4. I seek out new knowledge.			
5. I am open to new ideas.			
6. I laugh often.			
7. I am able to say "No."			
8. I can ask for help.			
Self-Control			
1. I express my emotions.			
2. I set limits for myself.			
3. I am flexible.			
4. I can calm myself down.			

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The Devereux Resilient Leadership Survey (DERLS)

<https://www.centerforresilientchildren.org>

Relationships	Almost Always	Sometimes	Not Yet	Examples ->
1. I cultivate supportive teamwork				
2. I challenge staff to do their best				
3. I work side-by-side with staff as needed				
4. I encourage staff to show empathy to others				
5. I foster trust with staff				
Internal Beliefs	Almost Always	Sometimes	Not Yet	Examples ->
1. I delegate to encourage staff ownership				
2. I nurture staff strengths				
3. I encourage staff creativity				
4. I demonstrate that I value staff diversity				
5. I create a common vision and mission with staff				
6. I model and encourage positivity and optimism				
Initiative	Almost Always	Sometimes	Not Yet	Examples ->
1. I model and teach effective communication				
2. I encourage collaborative problem solving with staff				
3. I praise and celebrate staff contributions				
4. I support staff development and learning				
5. I am open to new ideas from staff				
6. I enjoy staff and share positive moments				
7. I strive for manageable workloads for staff				
8. I encourage staff to ask for help				
Self-Control	Almost Always	Sometimes	Not Yet	Examples ->
1. I validate the feelings of staff				
2. I establish clear and fair expectations of staff				
3. I encourage staff to be flexible				
4. I share healthy coping strategies with staff				

Prevention often involves change

- Change can be hard for many people
- Your ability to support your staff through change requires you to utilize your emotional intelligence
 - Be aware of the needs and feelings of others
 - Use this awareness effectively to arrive at decisions that impact them
 - Persuade them to believe in the need for change



Understanding yourself and the child

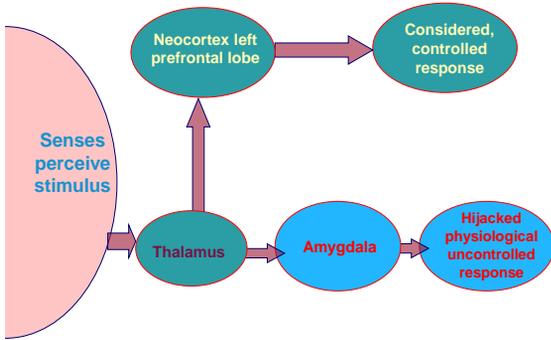
- Emotional Intelligence is the ability to understand your emotional make-up and the emotional make-up of others in order to make good decisions and act effectively



What happens to your Emotional Intelligence when challenging behavior occurs



Amygdala Hijack



Out of control emotions

- Impair reasoning (even smart people sometimes act stupidly)
- Can result in not choosing the best response
- May increase the likelihood of escalating the child's behavior



Responding effectively

- Self-management
 - Self regulation
 - Self awareness
 - Empathy
 - Adaptability/social skills
 - Motivation