

EMOTIONAL INTELLIGENCE



Critical executive competency needed to advance!!!

DePuy HR Associates, Inc.

Executive Solutions for the Federal Government

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WHAT IS EMOTIONAL INTELLIGENCE?

Emotional intelligence (EI) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups.

IQ VS EI

IQ correlates to success in less than 25% of the time sometimes less than 4%!

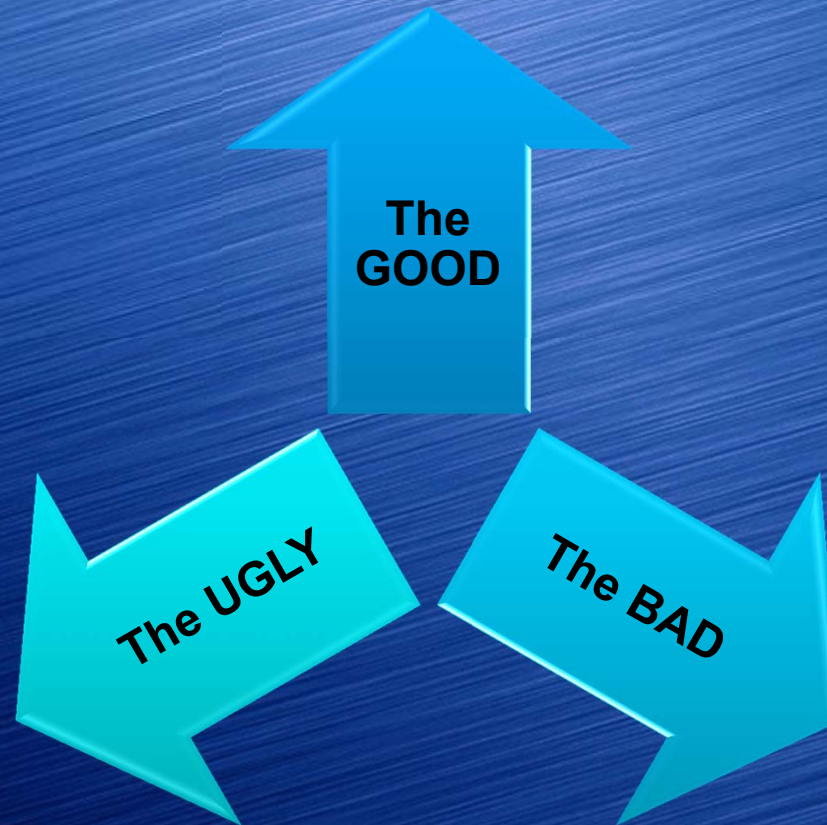
IQ and education are possessed by most professionals to similar degrees

What makes the difference? EI !

Goldman states that highly intelligent students have often spent a preponderance of their time studying and less time developing social skills

Leadership

Looking at Observed Leadership Behaviors



EI and the Political Savvy Myth

If I do my job well, I will be fine

Fact: Lack of Emotional Intelligence creates:

- **Poor relationships**
- **Poor outcomes**
- **Poor performance**
- **Poor leadership**

EI

Most important aspect of success



Critical in leadership competencies!



Brings out the best in the team

Leading From the Center

Linchpins of Success


It is not about
“you” anymore
– It is about
“I –we & us”



Emotional Intelligence Behaviors



Assessing Your Success from EI View



How are your relationships?
Are you picked for teams?
Do people ask your opinion?
Do you have a seat at the table?
Anyone said something nice about you lately?

Building EI Competencies

EI classes enhances but does not substitute for actual leadership experience

Take challenging projects/teams

This ensures you get a chance to apply what you have learned and practice building EI muscle.

Career Success Executive Core Qualifications (ECQs)

Leading Change

Leading People

Results Driven

Business Acumen

**Building
Coalitions/Communication**

ECQs What Are They About?

Leading Change

- Vision/Strategy

Leading People

- Team building/motivation

Results Driven

- Accountability

Business Acumen

- IT/Procurement/Budget/Human Capital

Building Coalitions

- Congress/Media/Peers/Community/Leaders

Emotional Competency Framework

Personal Competence

Self-Awareness

- Emotional awareness
- Accurate self-assessment
- Self-confidence

Self-Regulation

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation

Motivation

- Achievement drive
- Commitment
- Initiative
- Optimism

Emotional Competency Framework

Social Competence

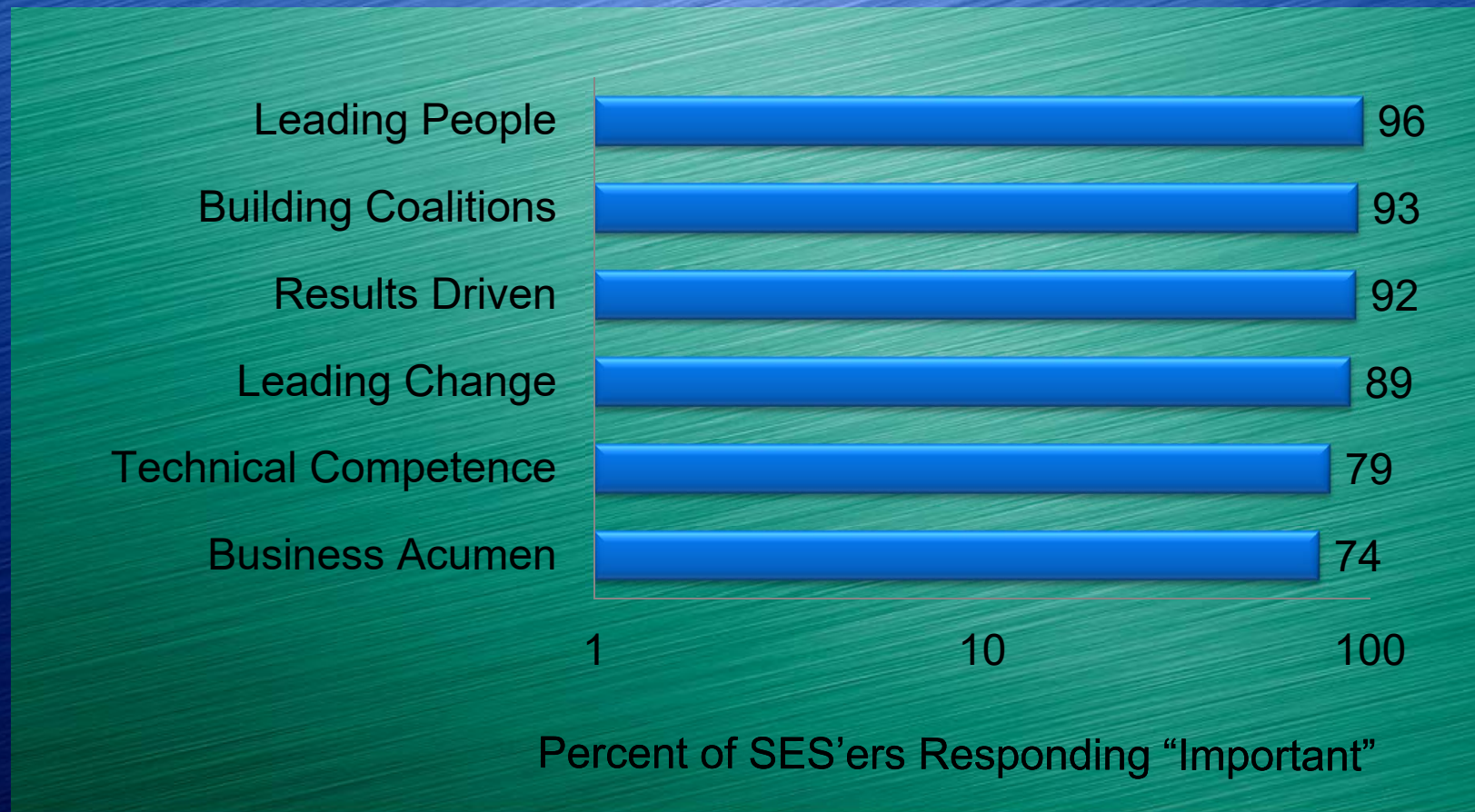
Empathy

- Understanding others
- Developing Others
- Service Orientation
- Leveraging Diversity
- Political Awareness

Social Skills

- Influence
- Communication
- Conflict Management
- Leadership
- Change catalyst
- Building bonds
- Collaboration and cooperation
- Team capabilities

Importance of Executive Core Qualifications for Job Success



Building EI Competencies

EI classes enhance but do not substitute for actual leadership experience

Take challenging projects/teams

This ensures you get a chance to apply what you have learned and practice building EI muscle.

Emotional Competency Framework

Personal Competence

Self-Awareness

Emotional awareness ECQ 5

- Political Savvy, Influencing and Negotiation

Accurate self-assessment ECQ 2 & 5

- Leading People & Political Savvy

Self-confidence ECQ 3

- Decisiveness

Emotional Competency Framework

Personal Competence

Self-Regulation

Self-control (ECQ 5)

Trustworthiness (ECQ 3)

Conscientiousness (ECQ 3)

Accountability (ECQ 3)

Adaptability (ECQ 3)

Innovation (ECQ 1)

Emotional Competency Framework

Personal Competence

Motivation

Achievement drive (ECQ 1 & 2)

- Flexibility - Resilience - Problem Solving

Commitment (ECQ 1 & 3)

- Resilience - Accountability

Initiative (ECQ 1 & 3)

- Resilience -Creativity- Innovation -Entrepreneurship

Optimism (ECQ 1)

- Resilience

Emotional Competency Framework

Social Competence

Empathy

Understanding others (ECQ 2)

Developing Others (ECQ 2)

Service Orientation (ECQ 3)

Leveraging Diversity (ECQ 2)

Political Awareness (ECQ 5)

Emotional Competency Framework

Social Competence

Social Skills

Influence ECQ 5

Communication ECQ 5

Conflict Management ECQ 2

Leadership ECQ 1-2

Change Catalyst ECQ 1

Building Bonds ECQ 5

Collaboration and Cooperation ECQ 5

Team Capabilities ECQ 2

EI – Political Savvy

Being the “Right Fit”

**Most important aspect of success:
Critical leadership competencies!!!**



Right professional competencies



Brings the right balance to team



Shares same values/priorities as peers/leaders

Political Savvy Myths

If I do my job well, I will be fine

Being “politically savvy” means:

- **Game playing**
- **Selling out my personal ethics**
- **Self serving tactics at other’s expense**
- **Manipulating tactics**

Build Your EI

Get Three Mentors!

**Internal
mentor**

Shares your
strengths

**Cheerleader
&
CHAMPION!**

Helps navigate
agency
political maze

**Internal
mentor**

Shore up your
weak areas/
challenges

**Cheerleader
&
CHAMPION!**

**External
mentor**

No political
dog in fight

**Broader
perspective**

Helps you
bring new
ideas/values
to table

The Mentors and Your Network



**Everyone
needs a plan
for
advancement**

**Some need a plan
for lateral moves
to gain additional
competencies**

**EVERYONE
NEEDS AN EXIT
PLAN!**

- Your mentors/network can help if you need an exit strategy!

Career Success

Play to Your Strengths

Dr Trinka's Assessment of Development

- Training to improve weakness - of small value
- Training to improve strengths - of great value

Conclusion

- Don't obsess about weakness unless it is a fatal flaw – find others to shore them up
- Market your strengths – focus on them
- Manage perceptions of your weaknesses

Survival of the Savvy

High-Integrity Political Tactics for Career and Company Success (by Rick Brandon, Ph.D. & Marty Seldman, Ph.D.)

Long-term political success requires:

- High integrity and
- Awareness of and respect for
 - Self
 - Others

Two Political Styles

Power of Ideas (less political - IQ)

- **Substance Power**
- **Focus on Feedback & Learning**
- **Highlights Integrity**
- **More Open Agendas**
- **Meritocracy-based decisions**
- **Results/ ideas speak for themselves**

Power of Person (more political -EQ)

- **Position of Power**
- **Focus on Image and Perceptions**
- **Highlights Success**
- **More Private Agendas**
- **Relationship-based decisions**
- **Self-Promotion**

Emotional Intelligence Behaviors



Great EI Resources


FYI - For Your Improvement! - Lombard
step by step look at your use of each competency



Change Your Questions Change Your Life – Adams
applying EI to decisions



Working with Emotional Intelligence - Goleman
case studies



Survival of the Savvy- Brandon
Great tool for handling difficult situations



Give & Take – Grant
Helping others will help yourself

Use Emotional Intelligence

**to be successful in your career
and
to make a
DIFFERENCE!!!**

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