Developing Emotional Intelligence (E.I.) Competencies

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ODOT Office of Local Programs / LTAP

OTEC Session 25
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Welcome Alumni and Students!
Welcome Future Engineers!

Q: How are we sometimes perceived or viewed by non-technical people?
What is Emotional Intelligence?

A modern term that describes human competencies or skill sets that have been evident for centuries...
Historical Examples Include . . .
Additional Examples . . .
How Does E.I. Apply to Us Today?

Emotional Intelligence has been called “a skill set that’s responsible for 58% of your job performance.”
What is Emotional Intelligence?

Emotional and Social Intelligence is our ability to:

- Recognize our own feelings and those of others
- Motivate ourselves
- Manage emotions effectively in ourselves and others
Toolbox Concept
Knowledge, Skills and Abilities

E.I. can serve as a multiplier for K.S.A
MOOD METER APP

BUILD EMOTIONAL INTELLIGENCE THAT LASTS A LIFETIME

Build greater self-awareness to make more informed decisions

Increase your emotion vocabulary to communicate more accurately

Learn effective emotion regulation strategies to manage stress

Track your emotions over time to notice patterns at home and work

Developed by Researchers at the Yale Center for Emotional Intelligence www.ei.yale.edu

Learn more about the App www.moodmeterapp.com
A Recurring Theme . . .

• Based on the way our brains are wired, we tend to ‘feel’ (experience emotion) before we think.

• Therefore, emotions often have an influence on how we process information and make decisions.

• Sometimes, we are not even fully aware of this emotional component.
Verbal and Non-Verbal Communication

• When interacting with others, the words we use only convey part of the message.

• Non-verbal communication represents about 2/3 of all communication.
  • Facial expression; eye contact
  • Body language; gestures; stance; posture; use of space
  • Use of voice (tone, volume, pitch …)
Video – Hazards of Mis-Communication
What Message Are We Sending? The Hazards of Mis-Communication
Why is This Topic Important?

- Because emotions affect our own perceptions and behaviors.
- Because emotions are contagious (both positive and negative), and therefore have an effect on how we relate to and work with others.
  - Brain function and neuropsychology
  - Verbal and non-verbal cues
The Emotional Process

Thalamus
(processes sensory messages)

Amygdala
(triggers a basic Emotional response)

Neo-Cortex
(most recent evolution - complex thought)

Awareness of Situation

Emotional Response

Behavior
The Emotional Process

“The primary derailer of top executives is a lack of impulse control.”

(Goleman, 1998; Clarke, 1996)
Why is This Topic Important? I.Q. and “E.Q.” (E.I.)

- It's a given that we need to have the required level of technical and functional competence (knowledge, skills & abilities) in order to succeed in a job or profession.
- Beyond the baseline of having the required level of competence, studies have indicated that E.I. is often a better predictor of long-term success than I.Q.
- The good news – E.I. can be developed.
Why is This Topic Important?

Correlations to Human Health & Well-Being

Health effects of stress
Cortisol – “the stress hormone”
Why is This Topic Important?

Because Chronic Stress Can Take a Toll on Our Health . . .
Effects of Stress on Health

- It’s been estimated that 75-90% of visits to primary care physicians in the U.S. are due to stress-related problems.

- Heart attack rates have been reported as 20% higher on Mondays than on any other day of the week.
Why is This Topic Important?

Because Stress Management Can Help to Improve Our Health
Why is This Topic Important?

Correlations to Organizational Health

In order to be successful and achieve excellence, organizations need to be both smart and healthy.

- Patrick Lencioni, The Advantage
Organizational Health

Characteristics of healthy organizations:
• High degrees of morale and productivity
• Minimal drama/confusion
• Low levels of turnover (loss) of good employees

– Patrick Lencioni, The Advantage
Organizational Health

- Many leaders spend nearly all of their time on organizational smarts, and not enough time on organizational health.

- When organizational health is lacking, smart people end up making bad decisions.

- **Organizational health acts as a multiplier of organizational smarts.**

  - Patrick Lencioni, The Advantage
Recent History – Development of E.I. Concepts

- Based on research in the behavioral and social sciences spanning 40 years (Yale, Harvard, Case Western).

The E.S.I. Model – Four Areas of Awareness

Within these four Areas are 12 specific Competencies.
### The E.S.I. Model –
12 Competencies in the Four Areas of Awareness

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Social Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Emotional Self-Awareness</td>
<td>• Empathy</td>
</tr>
<tr>
<td></td>
<td>• Organizational Awareness</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Self-Management</th>
<th>Relationship Management</th>
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</thead>
<tbody>
<tr>
<td>• Emotional Self-Control</td>
<td>• Influence</td>
</tr>
<tr>
<td>• Achievement Orientation</td>
<td>• Coach and Mentor</td>
</tr>
<tr>
<td>• Positive Outlook</td>
<td>• Conflict Management</td>
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<tr>
<td>• Adaptability</td>
<td>• Inspirational Leadership</td>
</tr>
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<td></td>
<td>• Teamwork</td>
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</tbody>
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Sources: Goleman / Boyatzis / The Hay Group
The Case for EI

• “181 different positions from 121 organizations worldwide … 67% of the abilities deemed essential for effective performance were emotional competencies …”

(Rosier, 1994)
The Case for EI

• “UC Berkeley studied 80 PhDs in the 50’s ... 40 years later comparison of success ... emotional intelligence abilities were 4 times more important than IQ in determining professional success ... even for these scientists.”

(Goleman, 1998; Feist & Frank, 1996)
The Case for EI

• Medical study conducted by St. Paul Fire & Marine Insurance Co.

• Implemented EI and stress management skills in 22 of its client hospitals (physicians & staff)
  • Result: a 70% reduction in malpractice claims

(G. Scott Warrick)
Communication

- Good communication requires effort
- Up to 70% of communication is screened or changed by the listener
- 50% comprehension
  - Half of that after 4 hours = 25%
# Four Generations in the Workforce

<table>
<thead>
<tr>
<th>Generation</th>
<th>Born Between:</th>
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</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>1925 – 1945</td>
</tr>
<tr>
<td>a.k.a. “The Silent Generation”</td>
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<tr>
<td>Baby Boomers (post WW II)</td>
<td>1946 – 1964</td>
</tr>
<tr>
<td>Generation X</td>
<td>1965 – 1981</td>
</tr>
<tr>
<td>Millennials</td>
<td>1982 – 2003</td>
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<tr>
<td>a.k.a. “Generation Y”</td>
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“The #1 Skill Of Extremely Likable (And Successful) People”

Listening = giving someone our full, undivided attention

Process:
- Observe body language (non-verbal expression)
- Eye contact (70% while listening; 50% when talking)
- Listen to what the other person is saying
- Empathize (understand their perspective)
“Everyone talks, everyone communicates, but few connect. The greatest problem in communication is the illusion that it has been accomplished.”

– John Maxwell
## Six Leadership Styles

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Leader's Approach</th>
<th>The Style in a Phrase</th>
<th>Impact on Climate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commanding</td>
<td>Demands compliance</td>
<td>“Do what I tell you.”</td>
<td>Negative</td>
</tr>
<tr>
<td>Visionary</td>
<td>Mobilize toward vision</td>
<td>“Come with me.”</td>
<td>Most strongly positive</td>
</tr>
<tr>
<td>Affiliative</td>
<td>Creates harmony</td>
<td>“People come first.”</td>
<td>Positive</td>
</tr>
<tr>
<td>Democratic</td>
<td>Consensus &amp; participation</td>
<td>“What do you think?”</td>
<td>Positive</td>
</tr>
<tr>
<td>Pacesetting</td>
<td>Sets high standards</td>
<td>“Do as I do, now.”</td>
<td>Negative</td>
</tr>
<tr>
<td>Coaching</td>
<td>Develop for the future</td>
<td>“Try this.”</td>
<td>Positive</td>
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“Leadership is a Relationship”

Based on:
• Mutual Trust
• Mutual Respect
Leadership is a Relationship
Summary & Resources
Summary & Resources

- **Ohio State University**
  - MAPS Program (Management Advancement for Public Service)

- **Case Western Reserve University**
  - Weatherhead School of Management

- **Ohio Dept. of Administrative Services (DAS)**
  - (Public Employees) Office of Learning and Professional Development
Questions ... ?

Thank you!