Emotional Intelligence:
It's Not An Oxymoron!

It’s a Project Management Tool
Agenda

- Emotional Intelligence
- What Makes Us Human?
- Leadership Qualities ~ Emotional Intelligence
Emotional Intelligence

Procedural Paradigm
How people view and react to the world around them
“Emotional Intelligence (EI) is the capacity to reason about emotions and the use of emotions to enhance thinking.”

Daniel Goleman, 1998

“Emotional-social intelligence is a cross-section of interrelated emotional and social competencies, skills and facilitators that determine how effectively we understand and express ourselves, understand others and relate with them, and cope with daily demands.”

Reuven Bar-On, 2005
“Emotions are not feelings at all, but a set of body-rooted survival mechanisms that have evolved to turn us away from danger and propel us forward to things that may be of benefit.”

Rita Carter
Mapping the Mind
What Makes Us Human?
Michio Kaku
on the characteristics of Humans:

- Opposable thumbs ~ use tools
- Stereo Sight ~ 3-dimensional vision
- Language ~ accumulate knowledge, culture, & wisdom
- Intelligence ~ ability to simulate the future
Being able to strategize the future –

-- Organize activities for the individual and the collective

-- Manage time for the long term or the short term

<table>
<thead>
<tr>
<th>Brain Level</th>
<th>Brain Segment Activity</th>
<th>Neural Information</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>None</td>
<td>Temperature</td>
</tr>
<tr>
<td>1</td>
<td>Brainstem</td>
<td>Location</td>
</tr>
<tr>
<td>2</td>
<td>Limbic System</td>
<td>Social Relations</td>
</tr>
<tr>
<td>3</td>
<td>Pre-Frontal Cortex</td>
<td>Short/Long Term Viewpoints</td>
</tr>
</tbody>
</table>
Leadership Learning Methods

Thinking Brain vs Limbic Brain

- Self-Directed Learning
- Cognitive Intelligence
  - Rote Learning
  - Peaks at age 17, Remains Constant
- Emotional Intelligence
  - Grows Steadily With Maturity
  - Intention, Growth, and Adaptation
  - Varying Time and Situation
“The leader in any human group has been the one to whom others look for assurance and clarity when facing uncertainty or threat.”

Goleman, Boyatzis, McKee
Primal Leadership 2013
Utilizes Neural GPS—

- Pay attention to what is important
- Inhibit what isn’t
- Keeps team current and on track

Dr. Henry Cloud
Boundaries for Leaders
“It is the creation of the kinds of conditions in which people can bring their brains, gifts, hearts, talents, and energy to the realization of a vision.”

Dr. Henry Cloud
Boundaries for Leaders
- Measures an individual’s emotional and social functioning along Emotional Quotient continuum

- Provides a vehicle to develop a customized action plan to improve performance effectiveness
Degree of Engagement

EQ-i 2.0 Scores

55 70 85 100 115 130 145
Composites Scales

1. Self-Perception
2. Self-Expression
3. Interpersonal
4. Decision Making
5. Stress Management
EQ-I 2.0 Sub-Composites

Self-Perception
- Self-Regard
- Self-Actualization
- Emotional Self-Awareness

Self-Expression
- Emotional Expression
- Assertiveness
- Independence

Interpersonal
- Interpersonal Relationship
- Empathy
- Social Responsibility

Decision-Making
- Problem Solving
- Reality Testing
- Impulse Control

Stress Management
- Flexibility
- Stress Tolerance
- Optimism

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“Recognition of Emotion and Cause”

- Often Misunderstood \textit{(low)}
- Surprised by Other’s Reactions \textit{(low)}
- Able to Respond Logically \textit{(med-high)}
- Self-Indulgent \textit{(extreme)}
- Inattentive to realities \textit{(extreme)}
“Sensitivity To Others Needs”

- Emotionally Detached (low)
- Self-Centered (low)
- Attuned to Feelings of Others (med-high)
- Too Emotionally Involved (extreme)
- Conflict Avoidant (extreme)
- Withhold Difficult Information (extreme)
Intentional, Recursive Process

1. My ideal self – who do I want to be?
2. My real self – what are strengths and weaknesses?
3. My learning agenda – how to close the gap?
4. New behavior practice
5. Supportive relationship development

Richard Boyatzis
Primal Leadership, 2005
**Emotional Intelligence for Leaders**

November 7-8, 2016 (13 PDUs/1.3 CEUs)

**Highlights:**
- Motivate colleagues and staff to develop successful team initiatives by exercising EI principles
- Use the information in your emotional reaction to manage a constructive outcome
- Plan communication strategies to improve operational performance

http://ls.gmu.edu/programs/proj_mgmt/emotion-intelligence.php  (GSA pricing)
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