

# ASHA Leadership Academy

---

## Emotional Intelligence



Facilitated by  
Kevin Nourse, PhD  
Alice Waagen, PhD

# ASHA Disclosure Statement



## Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar
- Non-Financial: None

## Alice Waagen

- Financial: Nourse Leadership Strategies, Independent Contractor (subcontractor to Kevin Nourse). Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

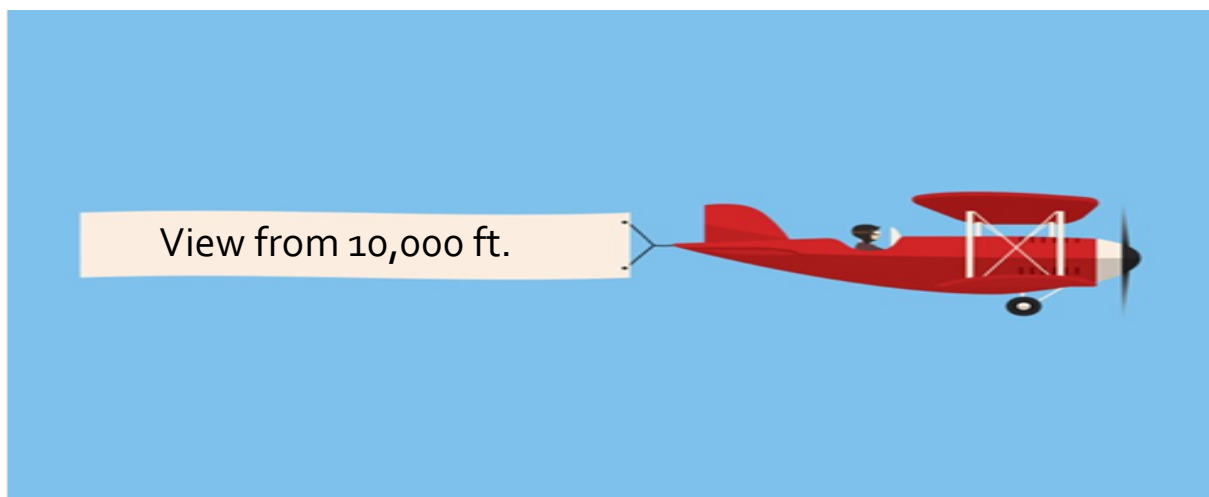
# Introduction

## Why are we here?

*To learn the fundamentals of emotional intelligence*

## How will we achieve this?

- Key concepts defined
- Overview and history
- Composites and subscales
- Developing emotional intelligence
- Wrap-up



# Key Concepts Defined



## What is emotional intelligence?

Emotional intelligence\* is a set of emotional and social skills that collectively establish how well we:

- Perceive and express ourselves
- Develop and maintain social relationships
- Cope with challenges
- Use emotional information in an effective and meaningful way

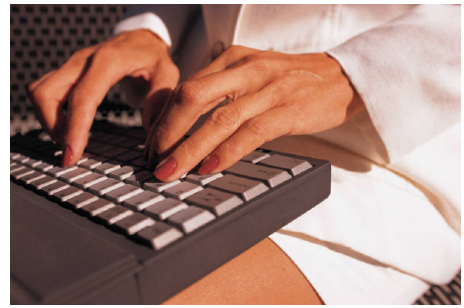
## Why is it so important for CSD professionals?

- Develop an understanding of your strengths and areas that need development
- Enhance your impact with clients/students, employers, and families

\* ©2005-2014 High Performing Systems, Inc. Reproduced with permission.



# Key Concepts: Research Studies



## Emerging Themes

- Emotional intelligence, cognitive intelligence, and job performance. (Cote and Miners, 2006)
- Increasing emotional intelligence: (How) is it possible? (Nelis, et al, 2009)
- The differential effects of general mental ability and emotional intelligence on academic performance and social interactions. (Song, et al, 2010)
- The impact of emotional intelligence and executive coaching on leader effectiveness. (Van Oosten, 2013)
- Emotional intelligence and organizational effectiveness (Srivastava, 2013)

# Reflection Question



Why do you think emotional intelligence is so important for leaders in your organization?

---

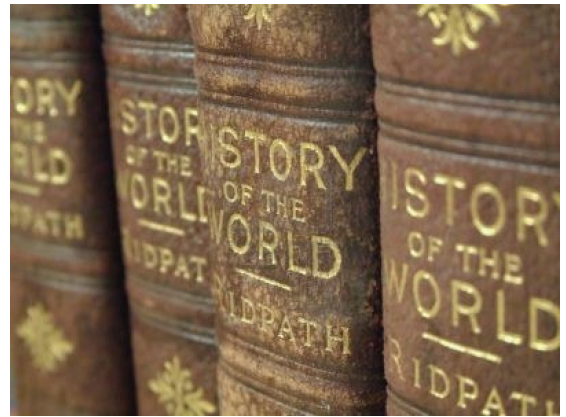
---

---

---

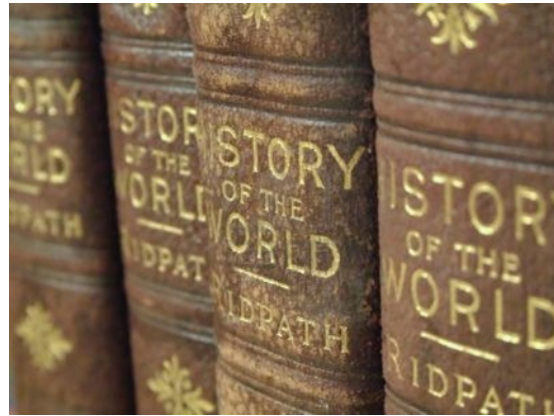
---

# Overview and History



- 1920s: Edward Thorndike identifies social intelligence and emotional factors
- 1940s: David Wechsler explores non-intellective aspects of general intelligence
- 1955: Albert Ellis articulates Rational Emotive Therapy
- 1983: Howard Gardner formulates concepts associated with multiple intelligences, interpsychic capabilities, and personal intelligence
- 1980: Rueven Bar-On formulates the emotional quotient instrument
- 1995: Daniel Goleman publishes *Emotional Intelligence: Why it can Matter More than IQ*

# Overview and History



## What is NOT emotional intelligence?

- **Cognitive intelligence** (IQ) - cognitive abilities, symbolic thinking, or visual-motor performance
- **Aptitude** - a person's potential ability to perform skill or activity
- **Achievement** - already attained performance
- **Vocational interest** – an interest in a career or occupation
- **Personality** – unique combination of characteristics or traits

# Reflection Question



Think of a leader who you feel was highly emotionally intelligent. What behaviors did he or she exhibit that makes you feel they were displaying emotional intelligence?

---

---

---

---

---

# EQi Composites and Subscales



Copyright © 2011 Multi-Health Systems Inc. All rights reserved.  
Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.

# EQi Composites and Subscales



## Composite: Self-Perception

### Self-Regard

- Ability to respect oneself while understanding and accepting one's strengths and weaknesses
- Feelings of inner strength and self-confidence

### Self-Actualization

- Willingness to persistently try to improve oneself
- Engaging in the pursuit of personally relevant and meaningful objectives that lead to a rich and enjoyable life

### Emotional Self-Awareness

- Recognizing and understanding one's own emotions
- Ability to differentiate between subtleties in one's own emotions while understanding the cause of these emotions and the impact they have on the thoughts and actions of oneself and others

# EQi Composites and Subscales



## Composite: Self-Expression

### Emotional Expression

- Openly expressing one's feelings verbally and non-verbally

### Assertiveness

- Communicating one's feelings, beliefs and thoughts openly
- Defending personal rights and values in a socially acceptable, non-offensive and non-destructive manner

### Independence

- Ability to be self-directed and free from emotional dependency on others
- Decision making, planning and daily tasks are completely autonomous



# EQi Composites and Subscales



## Composite: Interpersonal

### Interpersonal Relationships

- Ability to develop and maintain mutually satisfying relationships that are characterized by trust and compassion

### Empathy

- Recognizing, understanding and appreciating how other people feel
- Being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings

### Social Responsibility

- Willingly contributing to society, to one's social groups and generally to the welfare of others
- Involves acting responsibly, having social consciousness and showing concern for the greater community

# EQi Composites and Subscales



## Composite: Decision Making

### Problem Solving

- Ability to find solutions to problems in situations where emotions are involved
- Includes the ability to understand how emotions impact decision making

### Reality Testing

- Capacity to remain objective by seeing things as they really are
- Recognizing when emotions or personal bias can cause one to be less objective

### Impulse Control

- Ability to resist or delay an impulse, drive or temptation to act
- Involves avoiding rash behaviors – especially during decision making

# EQi Composites and Subscales



## Composite: Stress Management

### Flexibility

- Adapting emotions, thoughts and behaviors to unfamiliar, unpredictable, and dynamic circumstances

### Stress Tolerance

- Coping with stressful or difficult situations and believing that one can manage or influence situations in a positive manner

### Optimism

- Positive attitude and outlook on life
- Involves remaining hopeful and resilient, despite occasional setbacks

# Reflection Question



Review the list of EQi subscales. Which are in your comfort zone? Which ones are challenging for you?

Subscale	Comfort Zone?	Challenge?
Self-Regard		
Self-Actualization		
Emotional Self-Awareness		
Emotional Expression		
Assertiveness		
Independence		
Interpersonal Relationships		
Empathy		
Social Responsibility		
Problem Solving		
Reality Testing		
Impulse Control		
Flexibility		
Stress Tolerance		
Optimism		

# Developing Emotional Intelligence



Development Step	How?
Build awareness of the current state	Self-reflection Self-observations in the workplace Form hypotheses Test hypotheses with colleagues
Identify gaps between the current state and desired future state	Results of self-reflection Results of hypotheses test Reflect on current job
Create action plan	Traditional – books, seminars, etc. Experiential – try out new behaviors
Experiment with new behavior	Observe – is new behavior working? Comfortable? Achieving results?

# Developing Emotional Intelligence



## Actions and Activities

- Observing people who excel at performing the skill
- Reading about the skill or ability in articles and books
- Mentoring from a colleague who is skilled in a specific skill or ability
- Training on the skill in a formal classroom situation or training program
- Practicing the skill on the job or in a volunteer capacity

# Developing Emotional Intelligence



## Example Development Plan

*Developmental Goal: Improve my ability to assert myself with colleagues*

Date	Action and Outcome
April	Read about leaders who display personal power Keep a journal documenting instances when I do not assert myself at work. Look for patterns and triggers.
May	Interview two people who I feel are skilled at being assertive. Make notes in my journal. Learn how assertive people prepare for meetings and interactions.
June	Attend 3 webinars on personal power or assertiveness. Record tips and techniques in my journal.
July	Ask a trusted colleague to observe me at meetings and give me feedback on my behavior. Catalog my nonverbal behavior that may be reinforcing my non-assertiveness.
August	Join Toastmasters to practice effective speaking skills Establish new source for immediate feedback.

# Developing Emotional Intelligence



Your Developmental Goal:

Date	Action and Outcome



# Reflection Question



**How will you develop those emotional intelligence attributes that you find challenging?**

---

---

---

---

---

# Key Points



- Studies show that emotional intelligence is up to four times more important for professional success than IQ
- Awareness of our emotions and those of others is critical for leadership success
- Developing emotional intelligence involves experimenting with new behavior and reflecting on the changes



- Share your ideas from today with your co-workers
- Create a personal development plan and commit to developing one of the emotional intelligence attributes
- Interview one leader who appears emotionally intelligent; learn how they developed this ability

## Additional Reading



- Clarke, N. (2006). *Developing Emotional Intelligence through Workplace Learning: Findings from a Case Study in Healthcare*, Human Resources Development International, Vol. 9, No. 4, 447-465.
- Gardner, H. (1993). *Frames of Mind*. New York: Basic Books.
- Goleman, D. (1998). *What Makes a Leader?* Harvard Business Review.
- Goleman, D. (2000). *Leadership That Gets Results*. Harvard Business Review.
- Goleman, D., Boyatzis, R. & McKee, A. (2013). *Primal Leadership*, Harvard Business Review Press.
- Seligman, M.E.P. (2002). *Authentic Happiness*. New York: Simon & Schuster.
- Seligman, M.E.P. (1998). *Learned Optimism*. Simon & Schuster.
- Stein, S.J., & Book, H.E. (2006). *Emotional Intelligence and Your Success*. Jossey-Bass.
- Zukav, G. & Francis, L. (2001). *The Heart of the Soul: Emotional Awareness*. Fireside.