



**Mubadala
Energy**

Emotional Intelligence

Outlines



1. Self-Awareness & Emotional Regulation



2. Empathy in Leadership



3. Influence & Persuasion



4. Presentations

The Case for Emotional Intelligence

Successful Leadership

the following have been found to be the differences between star/successful and unsuccessful leaders:

- self-control
- conscientiousness e.g. admitting error
- trustworthiness
- social skills
- building bonds & leveraging diversity

Emotional Intelligence

cognitive intelligence (IQ) alone explains surprisingly little of achievement in action or in life

the highest estimate of how much difference IQ accounts for is about 25%

IQ alone at best leaves 75% of job success unexplained

star performers are noted for their Emotional Intelligence

The Workplace without EI

abrasive, cold, unfeeling

reduced performance through lack of recognition

reduces motivation and commitment e.g. micro-managing

conflict through hostility

poor selection policies

Leadership & EI



Managing Yourself

- self-awareness
- manage emotions & pace
- optimism & self confidence



Managing Your Team

- empathy
- develop others
- manage conflict & change



Managing the Work

- achievement orientation
- initiative
- adaptability in problem solving



Managing Collaboratively

- influence and inspire others
- foster teamwork
- organisational awareness

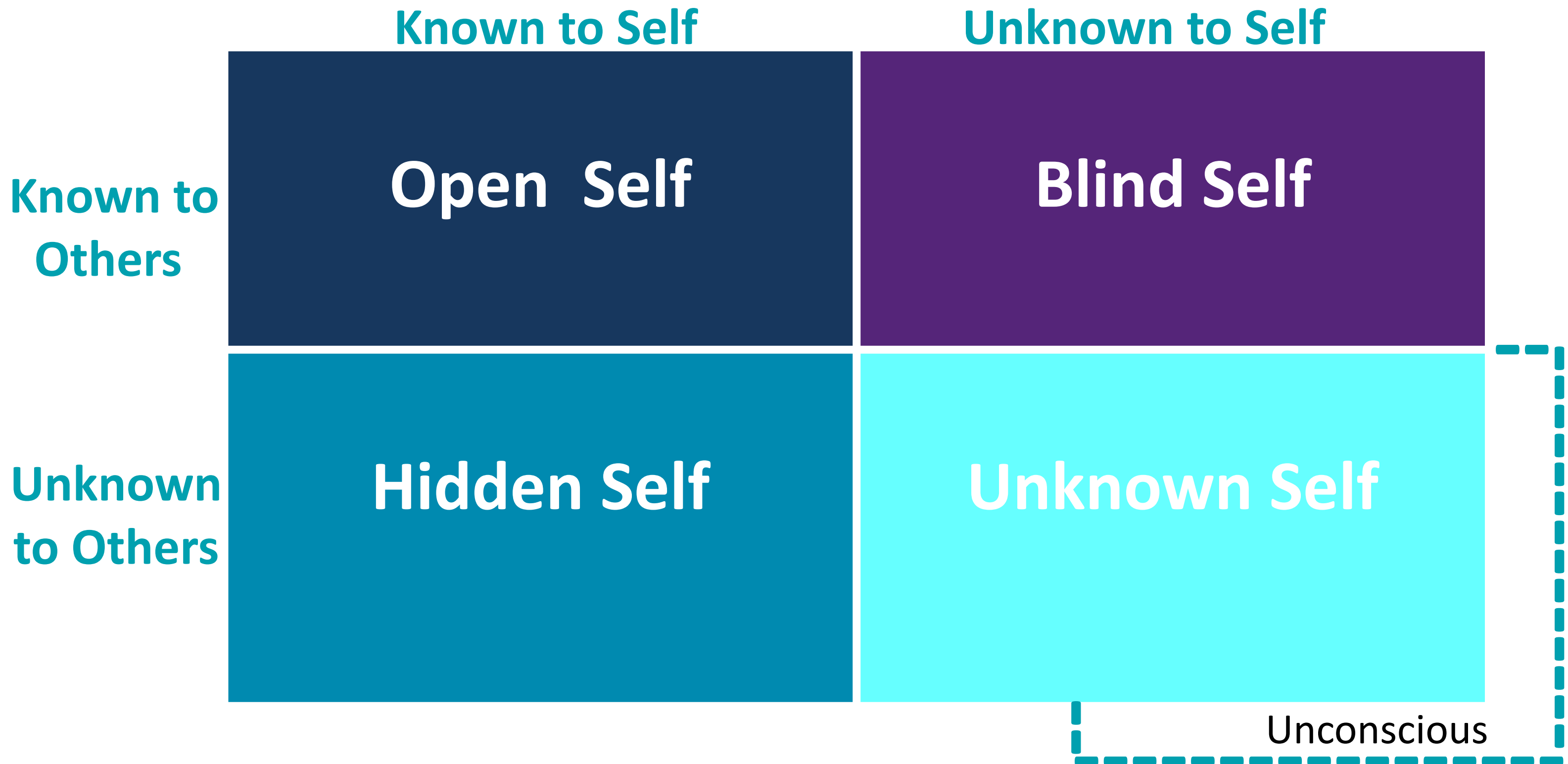
Goleman's Emotional Intelligence





1. Self Awareness & Emotional Regulation

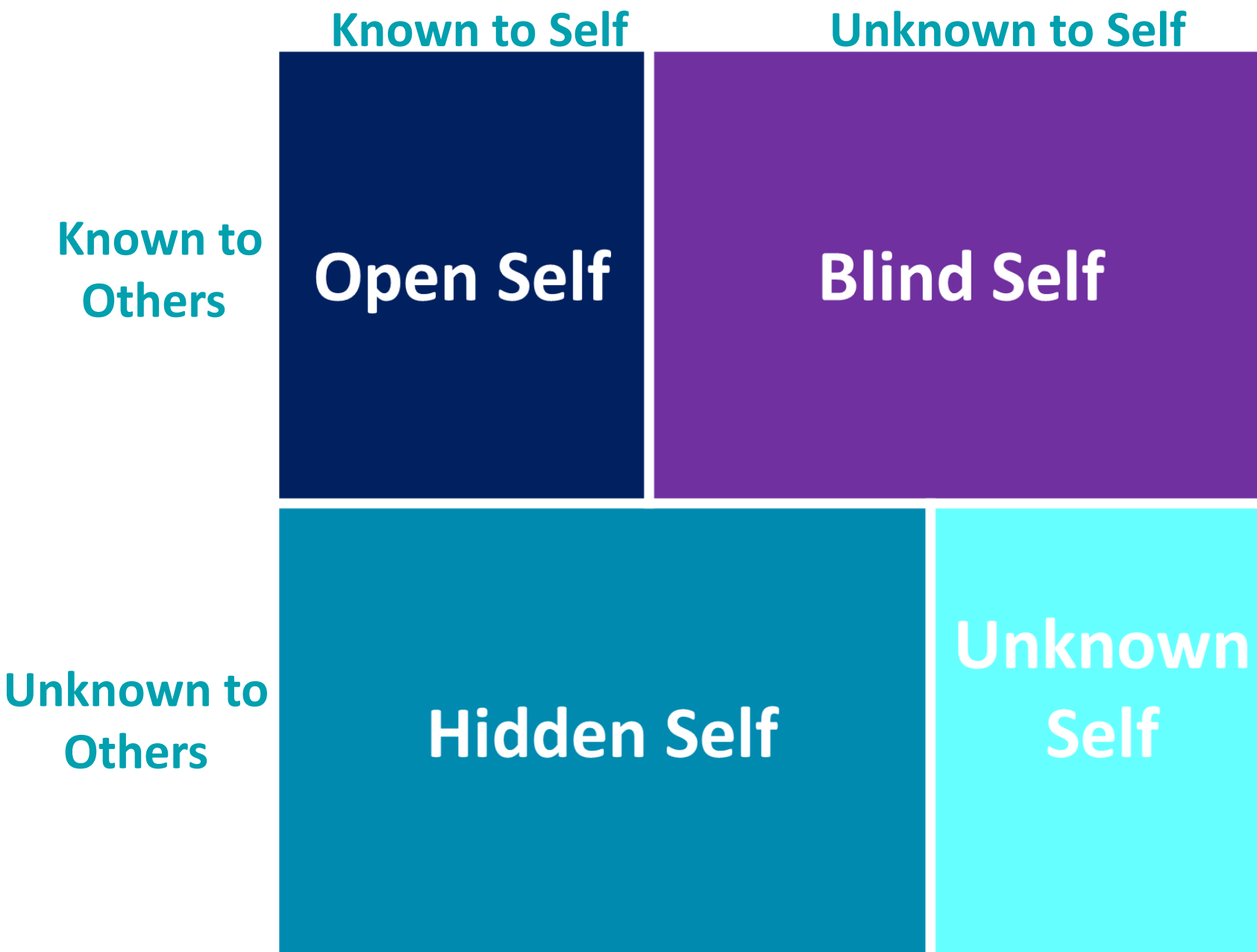
Self Awareness



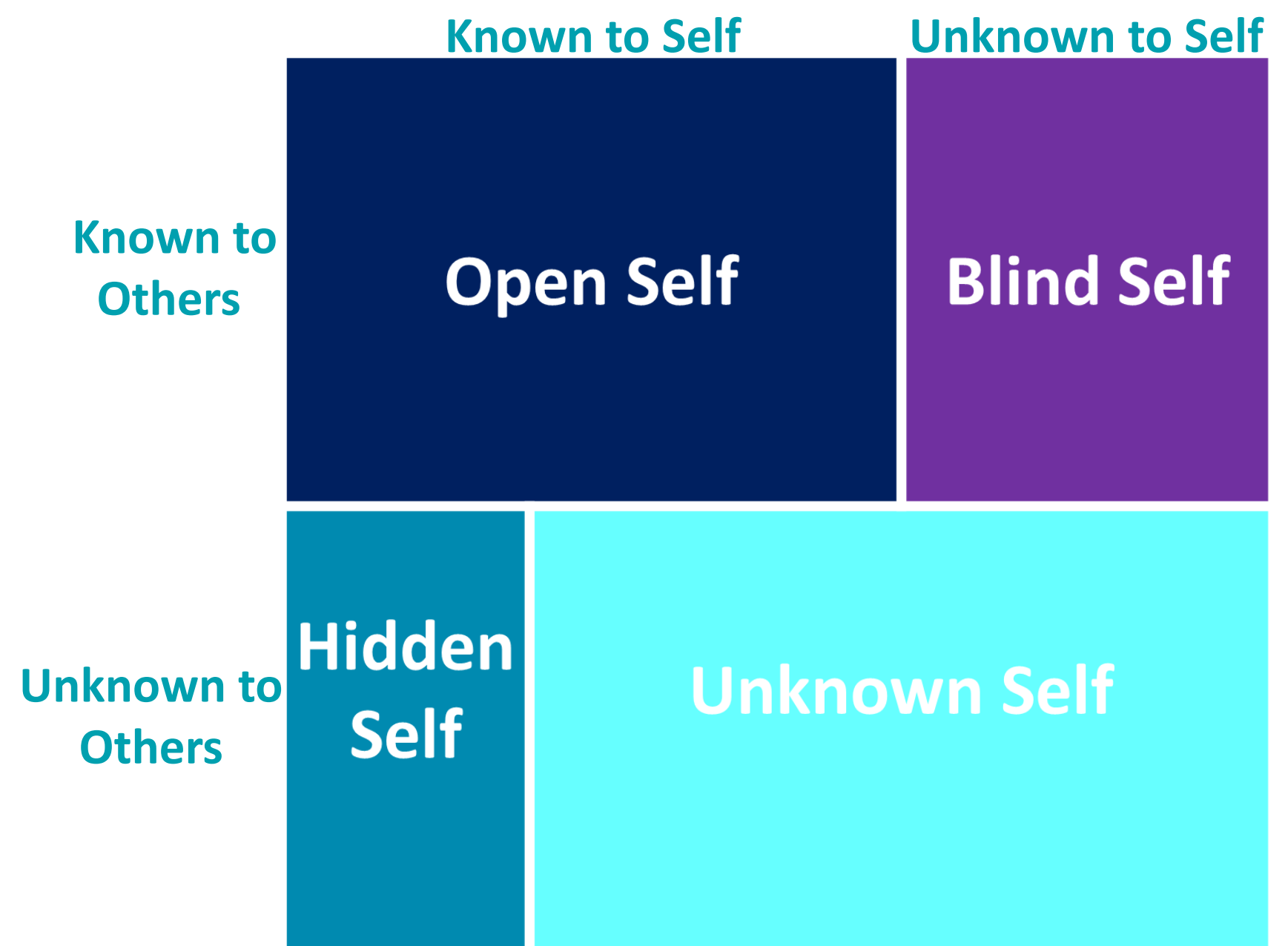
(JOHARI Window)

Developing Self Awareness

Limiting Potential



Increasing Potential



Self-Awareness

The ability to recognise how you're feeling, why you're feeling that way and the impact your behaviour has on others.

Ask yourself:

- ? *What am I feeling now?***
- ? *When did I start feeling this way?***
- ? *Why am I feeling this way?***
- ? *What is the cause?***

Self-awareness & Personality

Warning...

- helps us understand ourselves → self-awareness



- allows us to interact and communicate more effectively with others
- no right or wrong answers
- elasticity of the brain
- we revert to what's normal/preferred under pressure
- personality measures are dangerous → only an indicator; not absolute

**Please go to the following website
and complete the personality
questionnaire.**

www.16personalities.com

Where Do You Prefer To...Get Your Energy?

Extrovert (E)

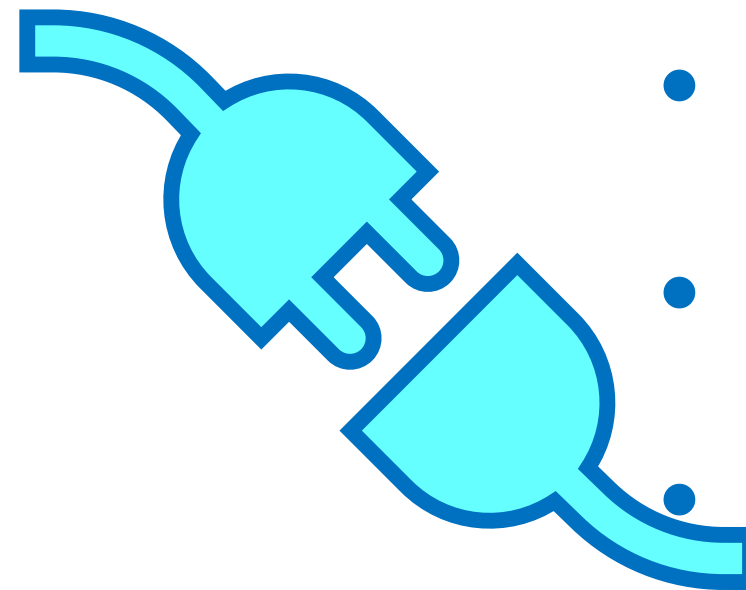
(outward turning)

- energised by activities and interaction
- spontaneous (prefers action)
- thinks out loud
- talks more
- enjoys group working
- acts first, think later

Introvert (I)

(inward turning)

- energised by solitude and reflection
- contemplative (prefers thinking)
- thinks before speaking
- listens more
- enjoys individual/small group work
- thinks first, acts eventually

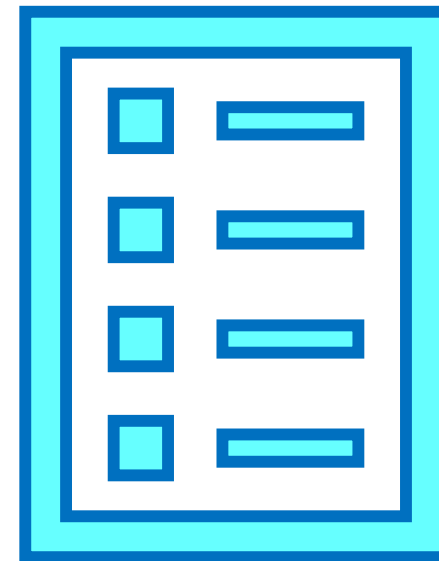


How Do You Prefer To...Gather Information?

Sensor [S]

(pay attention to sensory impressions)

- focus on the details
- structure & routine
- emphasise the pragmatic
- literal/specific
- relies on observation
- present focused



Intuitive [N]

(rely on gut feeling and instinct)

- see the big picture
- innovate/desire change
- explore concepts
- abstract
- engages imagination
- future focused

How Do You Prefer To...Make Decisions?

Thinker [T]

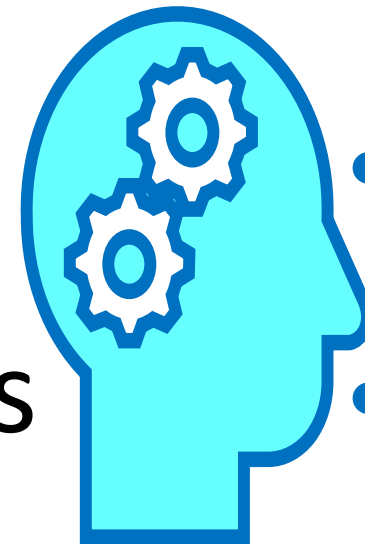
(consider logic and consistency)

- question what others say
- critical/logical/almost impersonal
- impartial
- control expression of feelings
- overlook people for tasks
- undervalue feelings (including own)

Feeler (F)

(consider impact on people)

- accept what others say
- conflict avoidant
- supportive
- sensitive to others' feelings
- overlook tasks for people
- human values, harmonies, emotions

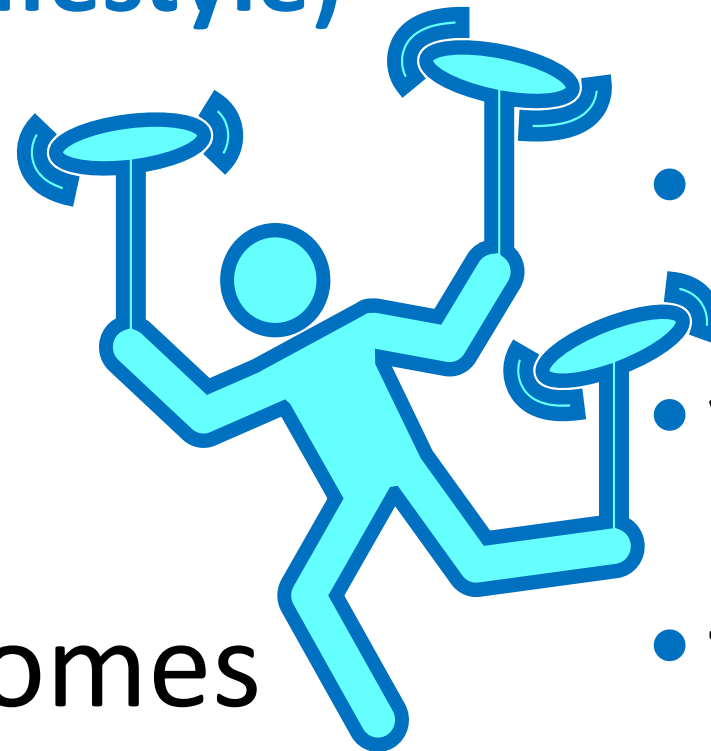


How Do You Prefer To...Approach Life?

Judger (J)

(structured & organised lifestyle)

- seeks/likes closure
- meets deadlines
- focus on goals/outcomes
- systematic task completion
- quickly commits to plans
- self-disciplined & decisive



Perceiver (P)

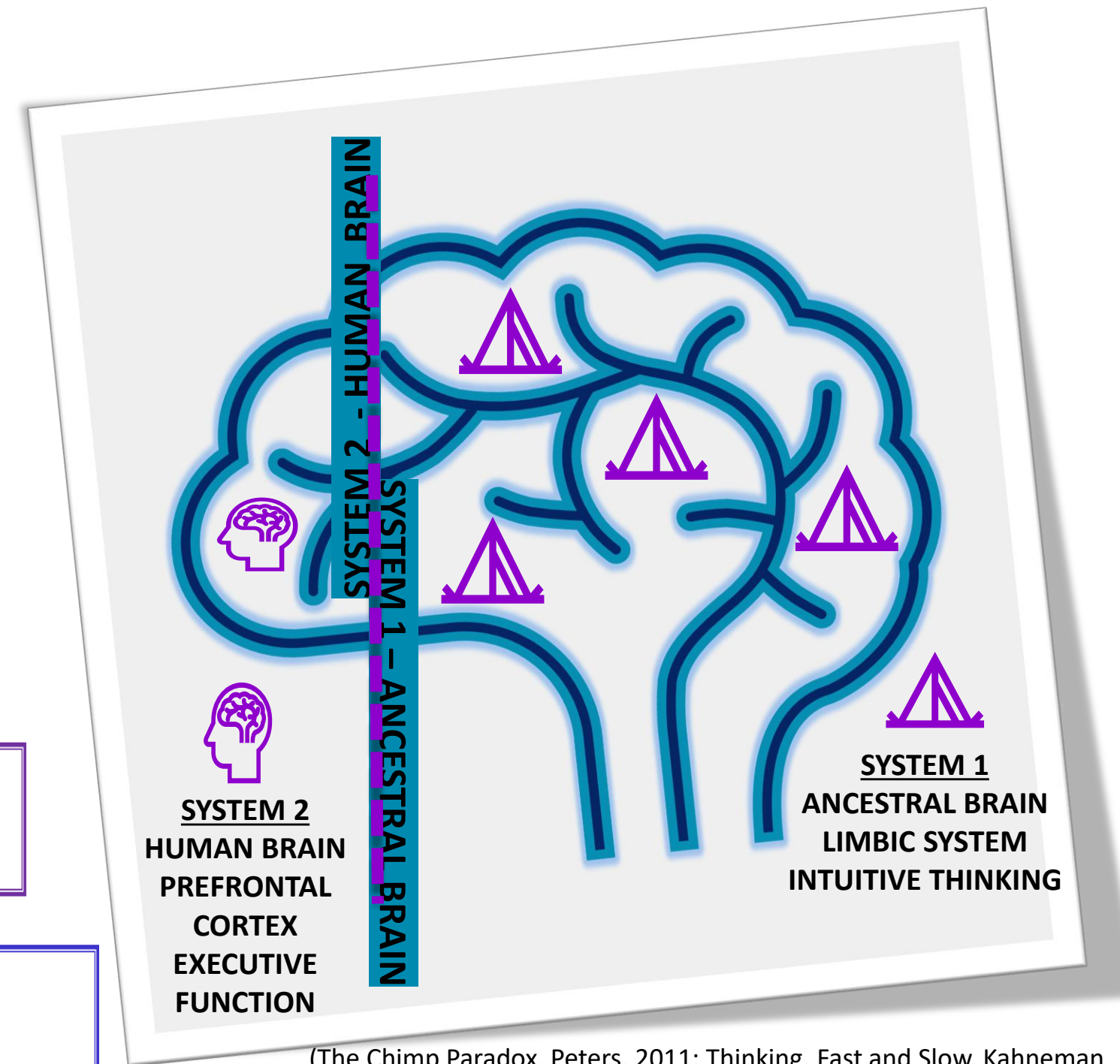
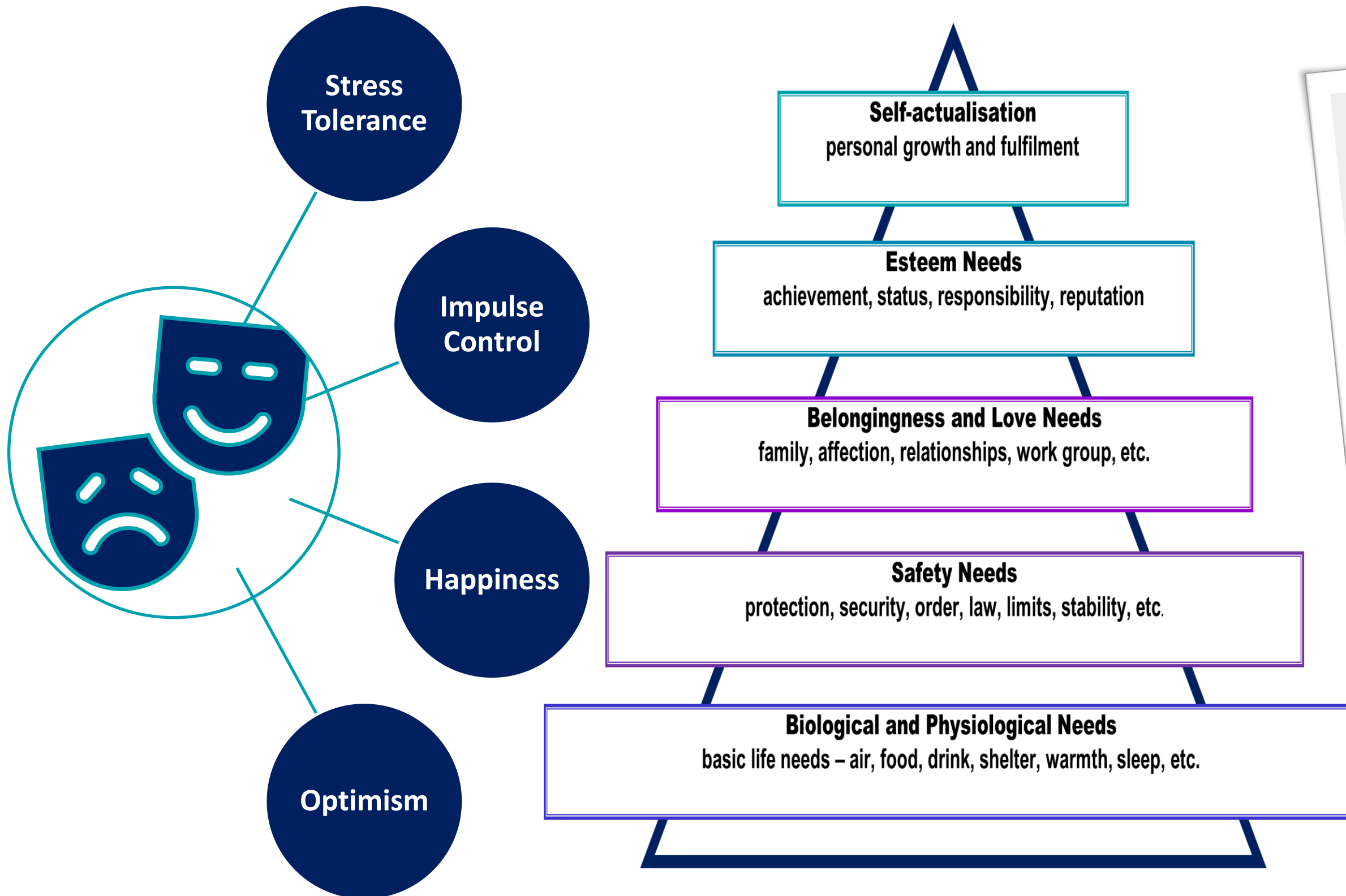
(flexible & spontaneous lifestyle)

- open-ended
- views deadline as a guide
- focus on processes and openings
- works in bursts of energy
- reserves the right to change plans
- disorganised & spontaneous

Summary of 16 Types

ANALYSTS	DIPLOMATS	SENTINELS	EXPLORERS
INTJ Architect imaginative and strategic thinkers with a plan for everything <i>everything has room for improvement</i>	INFJ Advocate quiet and mystical, yet very inspiring and tireless idealists <i>an inspiration to others</i>	ISTJ Logistician practical and fact-minded individuals, whose reliability cannot be doubted <i>doing what should be done</i>	ISTP Virtuoso bold and practical experimenters, masters of all kinds of tools <i>ready to try anything once</i>
INTP Logician innovative inventors with an unquenchable thirst for knowledge <i>a love of problem solving</i>	INFP Mediator poetic kind and altruistic people, always eager to help a good cause <i>performing noble service to aid society</i>	ISFJ Defender very dedicated and warm protectors, always ready to defend their loved ones <i>a high sense of duty</i>	ISFP Adventurer flexible and charming artists, always ready to explore and experience something new <i>sees much but shares little</i>
ENTJ Commander bold imaginative and strong-willed leaders, always finding a way <i>making one of life's natural leaders</i>	ENFJ Protagonist charismatic and inspiring leaders, able to mesmerise their listeners <i>smooth talking persuaders</i>	ESTJ Executive excellent administrators, unsurpassed at managing things, or people <i>life's administrators</i>	ESTP Entrepreneur smart energetic and very perceptive people, who truly enjoy living on the edge <i>the ultimate realist</i>
ENTP Debater smart and curious thinkers who cannot resist an intellectual challenge <i>one exciting challenge after another</i>	ENFP Campaigner enthusiastic, creative and sociable free spirits, who can always find a reason to smile <i>giving life an extra squeeze</i>	ESFJ Consul extraordinarily caring, social and popular people, always eager to help <i>hosts and hostesses of the world</i>	ESFP Entertainer spontaneous, energetic and enthusiastic people – life is never boring around them <i>you only go around once in life</i>

Moods Management/Emotional Regulation



(The Chimp Paradox, Peters, 2011; Thinking, Fast and Slow, Kahneman 2011)

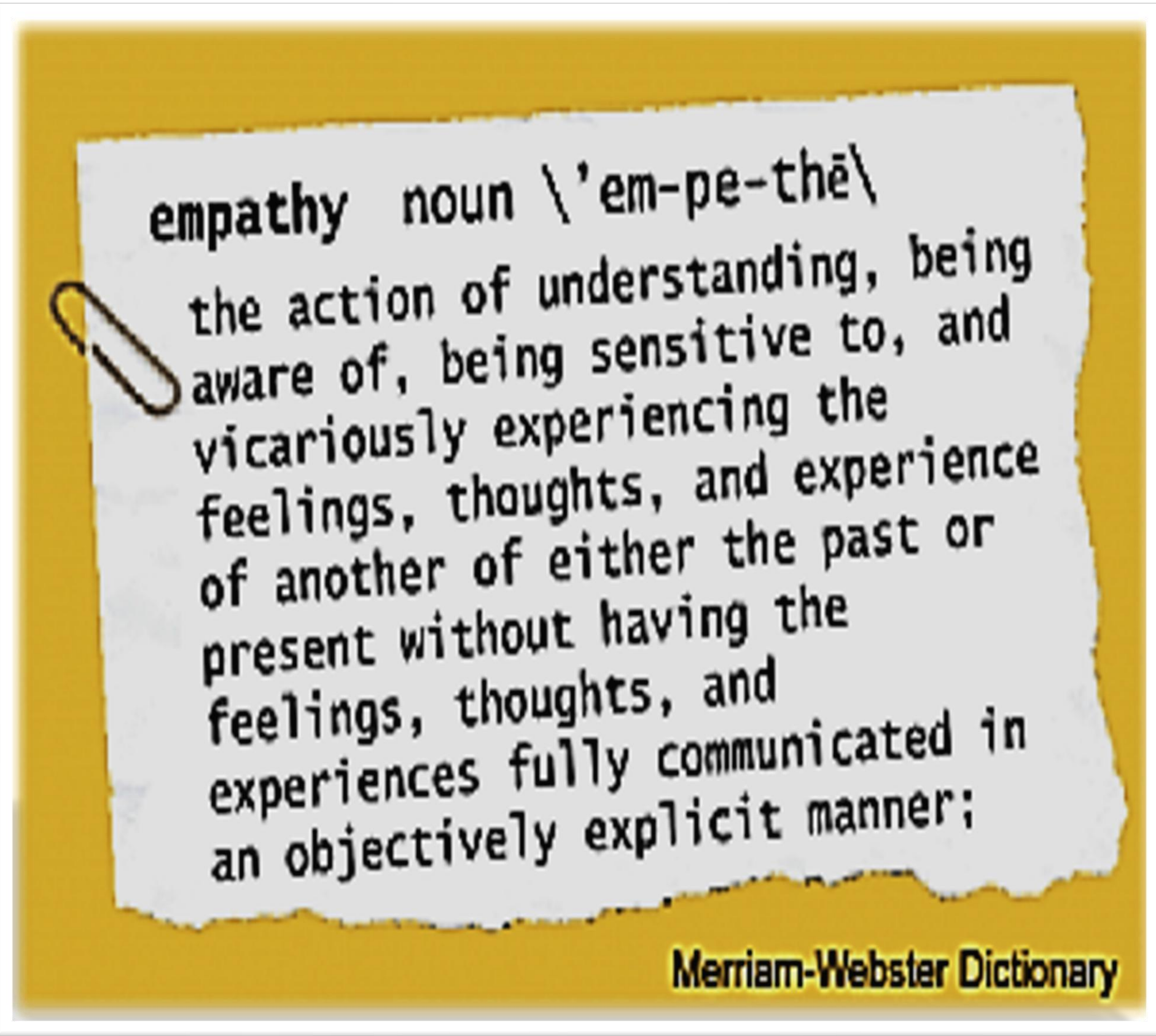
For Self-Development Ask Yourself...

- Am I aware of my limitations?
- When do I take the time to analyse my own strengths and weaknesses?
- Do I know which times of the day I am most productive?
- What important tasks can I reserve for the time of day I am most alert?
- Do I take a break when I feel stressed and unmotivated?
- Do I delegate tasks to staff when I know that they will get a better result than me?



2. Empathy in Leadership

Empathy



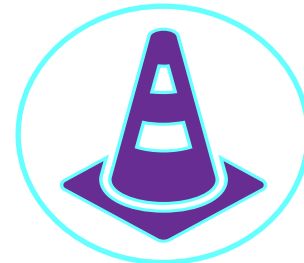
empathy noun \ 'em-pe-thē\
the action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experiences fully communicated in an objectively explicit manner;

Merriam-Webster Dictionary

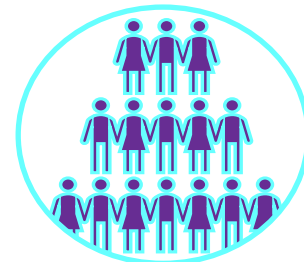
Goleman includes:

- Understanding others
- Political awareness
- Leveraging diversity
- Developing others
- Service orientation

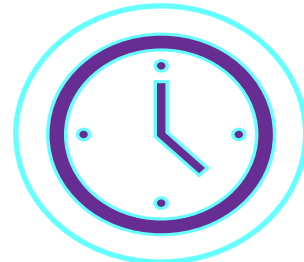
Understanding Stress



an early warning system



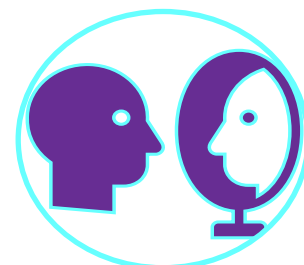
individual



transient

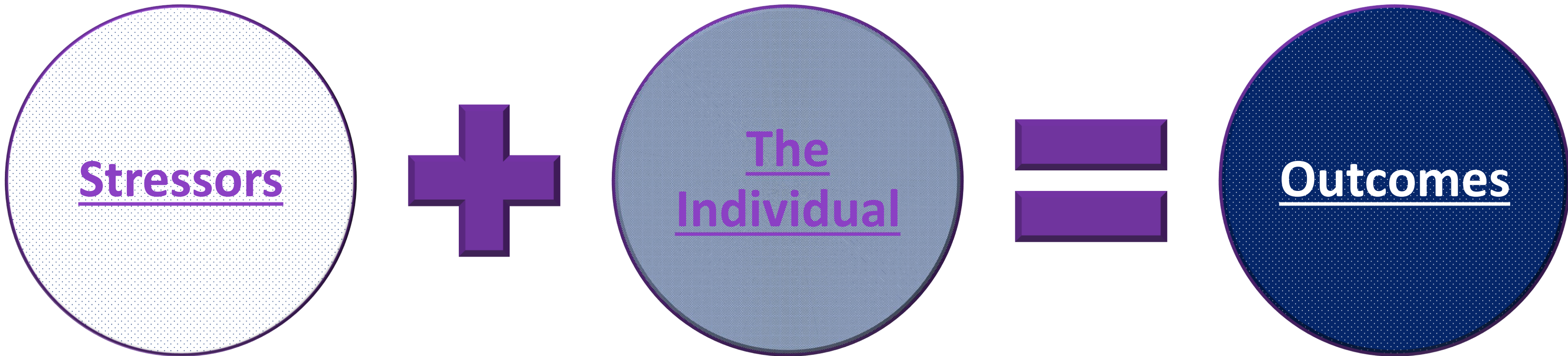


can enhance/hinder performance

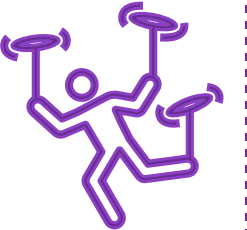
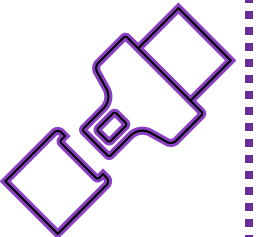
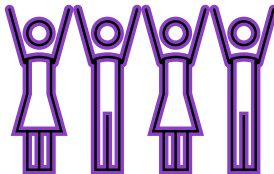


(de)escalated by the individual

A Model of Stress



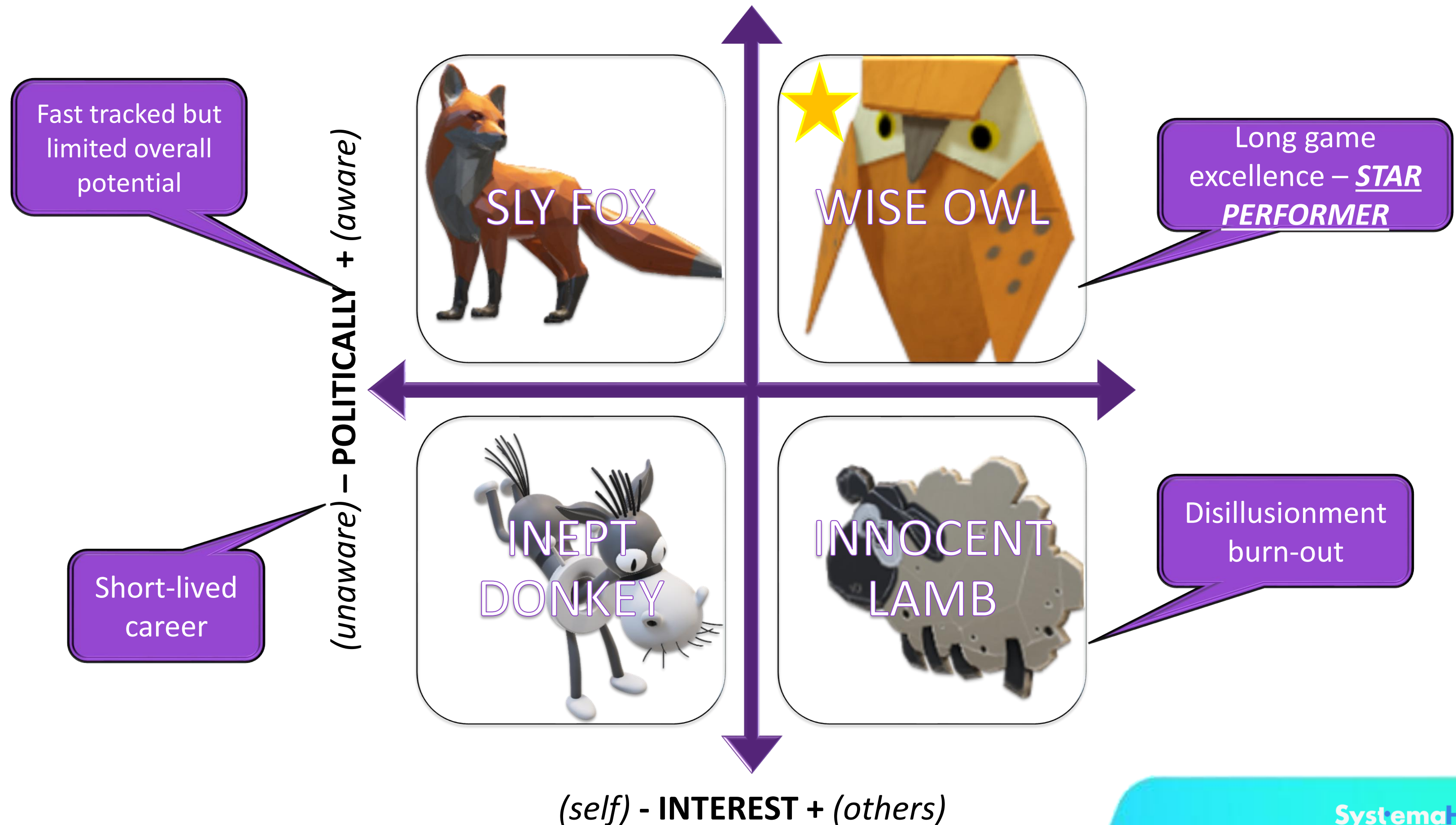
Creating Resilience

Stressors	The Individual	Outcomes
individual level 	personality/MT/ self-belief 	psychological 
group level 	perspective 	behavioural 
organisational (internal) 	age/gender/ physical fitness 	cognitive 
extra- organisational 	social support 	physiological 

Building...



Political Awareness





3. Influence & Persuasion

Redefining Expectations

Influence

Creating a favourable impression to move others in a particular direction.



Negotiation

Compromising or bargaining so that only one/neither party fully gets what it wants.

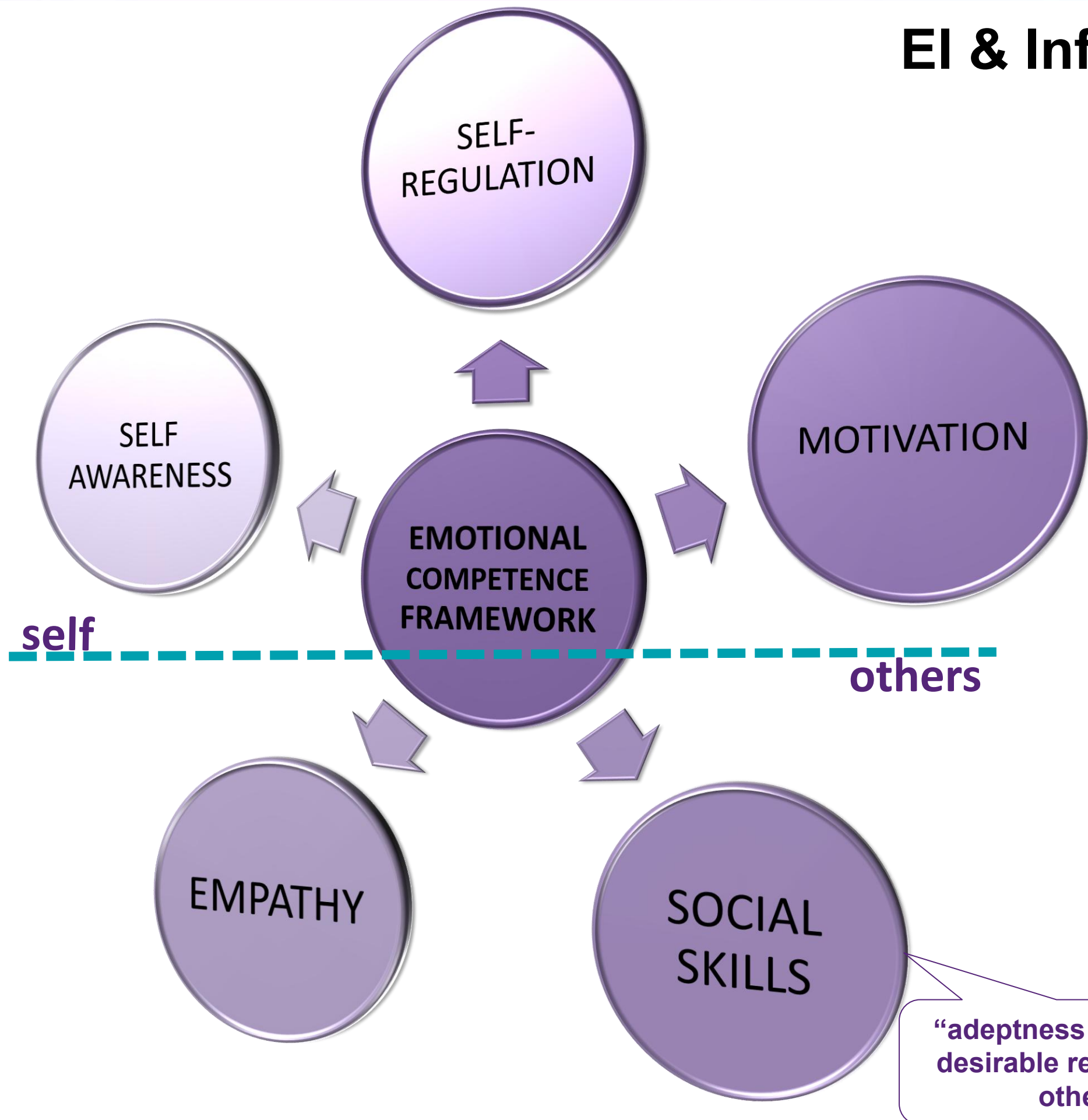


Persuasion

Changing somebody's mind to do what you want or get what you need.



EI & Influence



Influence

"Wielding effective tactics for persuasion"

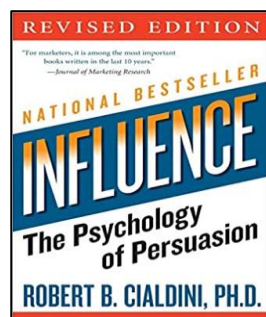
People with this competence:

- are skilled at winning people over
- fine tune presentations to appeal to the listener
- use complex strategies like indirect influence to build consensus and support
- orchestrate dramatic events to effectively make a point.

"adeptness at inducing desirable responses in others"

(Goleman, 1996, p.169)

Influence & Persuasion



6 Principles of Persuasion

Default mechanisms – least path of resistance



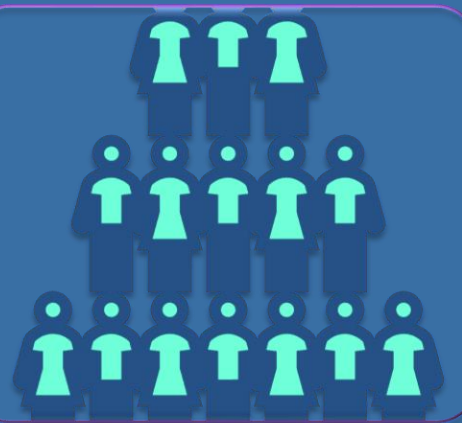
Reciprocity

- **Example:** beholden to a favour
- **Strength:** a strong feeling of indebtedness
- **Challenge:** obligation vs. choice



Commitment & Consistency

- **Example:** living up to expectations
- **Strength:** creates a feeling of stability & dependability
- **Challenge:** appropriate investment vs. self-perception



Social Proof

- **Example:** word-of-mouth referral
- **Strength:** others can be co-opted to persuade
- **Challenge:** individualism vs. pluralistic ignorance

6 Principles of Persuasion

Default mechanisms – least path of resistance



Liking

- **Example:** collaborating with friends
- **Strength:** easier to build long term relationships
- **Challenge:** charisma vs. substance



Authority

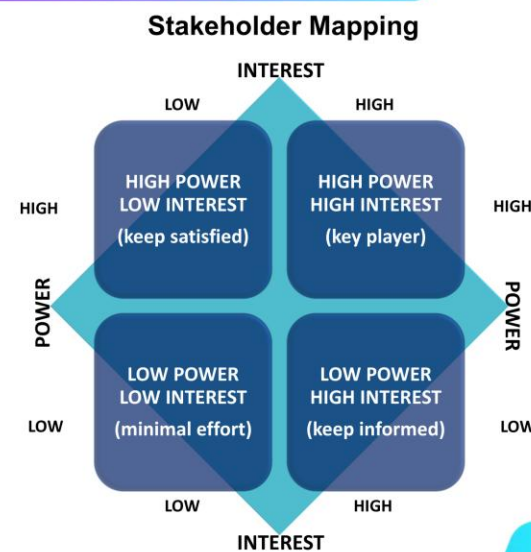
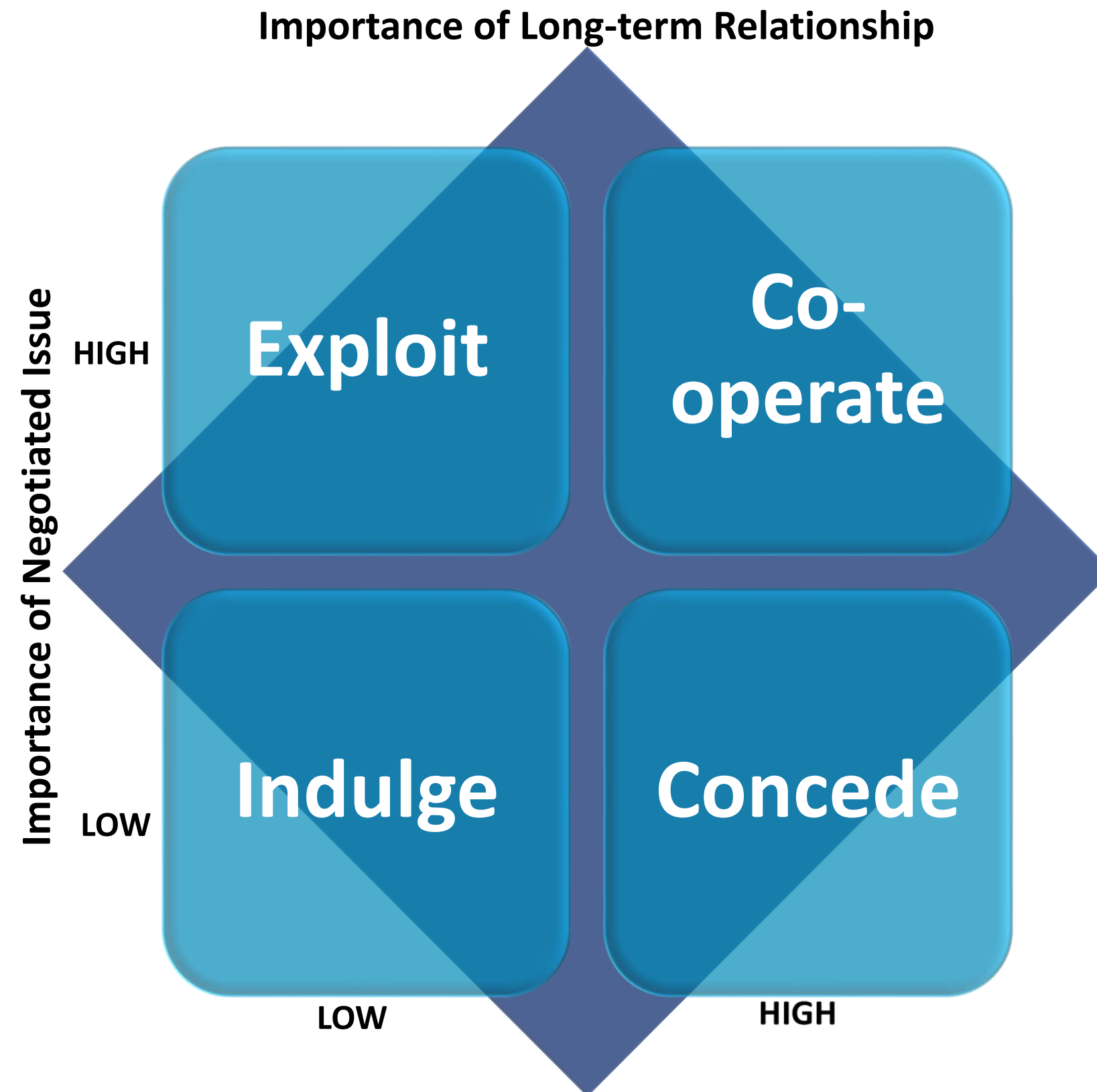
- **Example:** recognised expertise
- **Strength:** ready acceptance of ideas
- **Challenge:** credentials vs. relevance



Scarcity

- **Example:** limited/diminishing resource
- **Strength:** fear of loss/bargaining power
- **Challenge:** experiencing vs. possessing

Assessing Negotiations



In Conclusion...



1. Self-Awareness & Emotional Regulation



2. Empathy in Leadership



3. Influence & Persuasion



4. Presentations

THANK YOU!

**PLEASE COMPLETE THE POST-
COURSE ASSESSMENT &
FEEDBACK FORM.**

THANK YOU!

Your Contributions and Efforts are Appreciated and It Matters



UAE : Abu Dhabi
KSA : Riyadh



info@systemahr.com



UAE: +971 50 240 8873
KSA : +966 59 810 6796



systemahr.com

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