

# Emotional Intelligence

## The Secret Sauce of Great Leaders and Coaches

Emotional Intelligence and Social Intelligence are closely related.

### *Emotional Intelligence*

The self-mastery that enables managers to deal with their own responses in business interactions.

Emotional Intelligence guides a leader's thinking and behavior.

### *Social Intelligence*

The ability to effectively negotiate complex relationships and environments.

Social Intelligence helps them see the world as others do and to listen without bias.

As Goleman has pointed out, this combination of EI and SI is what allows managers to thrive in leadership roles and build the make-or-break relationships—with their direct reports and others—that fuel results.

There's no question that it takes specific knowledge and functional expertise to perform successfully in business and climb the professional ladder. But as Daniel Goleman detailed in his groundbreaking book, *Emotional Intelligence: Why it Can Matter More than IQ*, research shows that up to 90% of performance effectiveness is due to emotional savvy rather than technical knowledge. Emotional Intelligence produces traits such as stability, persistence, the ability to stay calm under pressure and resilience in the face of challenging situations and change—conditions that describe the daily reality for most organizations today. So while IQ and functional knowledge are the baseline competencies for any effective leader, we now know that managers with high Emotional Intelligence are more likely to become great leaders and coaches.

The good news is that unlike IQ, which is essentially fixed, Emotional and Social Intelligence can be developed.

### **Emotional and Social Intelligence – Key Ingredients for Achieving Goals**

The challenge is that people respond at an emotional level much more quickly than they do intellectually. As a result, feelings often drive choices and decisions—and may bypass logic. Particularly when there is a conflict with the person's beliefs and values, their behaviors are more likely to be ruled by emotions and feelings.

How often have you tried something new, and despite your best efforts, struggled? Many times the problem has its roots in Emotional Intelligence: A person's belief boundaries will impact what they feel is possible—and can either help or hinder their progress. Managers who develop their own Emotional and Social Intelligence have the potential to become great coaches because they can make the critical connections with their employees to expand their belief boundaries and reach higher levels of performance.

*"Whether you think you can, or you think you can't - you're right."*

– Henry Ford

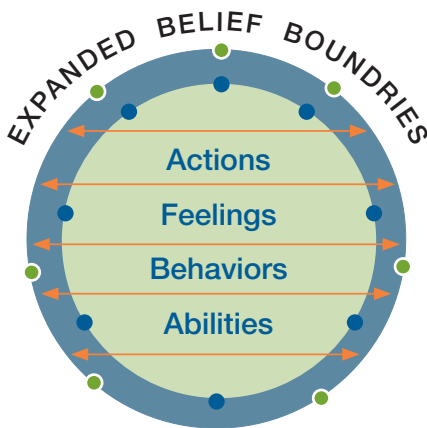
## Expanding Belief Boundaries in Others

We unconsciously evaluate our life experiences—successes, failures, moments of despair and moments of happiness—to create perceptions of the kind of people we are. The result is we:

Form boundaries of our own inner beliefs

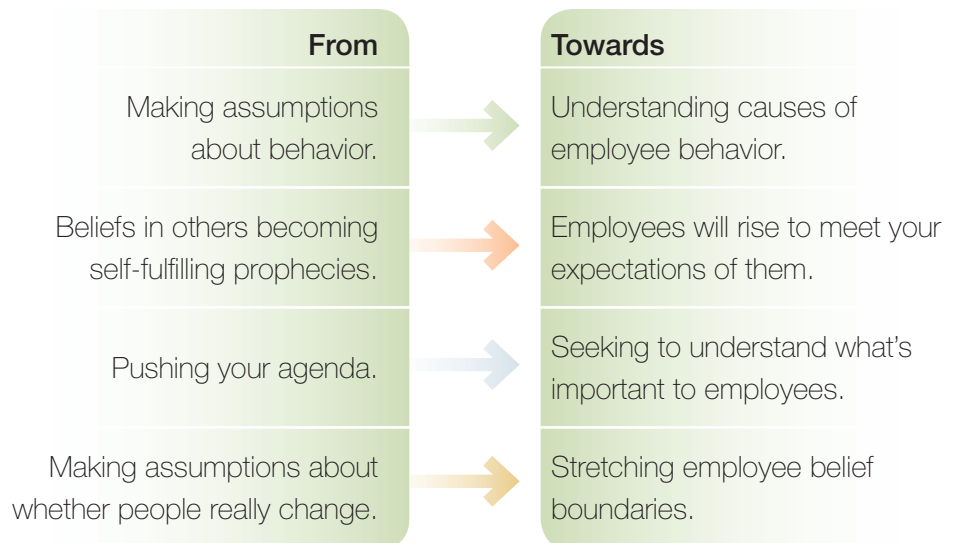
Make assumptions about our abilities that directly relate to our inner beliefs

Use our inner beliefs as a mental paradigm that controls and regulates our actions, feelings, behaviors and abilities



A coach's ability to develop employee performance begins with expanding the employee's belief boundaries. Managers who understand employee beliefs and values, and who are able to connect on an emotional level, can more positively impact an employee's feelings about success, their actions and behaviors, and hence their overall abilities and performance.

Expanding an individual's belief boundaries starts with a coach's own belief boundaries—their ability to shift their mindsets during interactions with their employees, and in particular as they prepare for coaching sessions. Below are some examples of a shifting mindset about someone's beliefs and abilities.

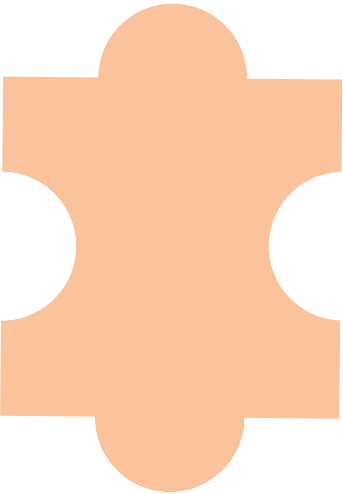


*"The best way to inspire people to superior performance is to convince them by everything you do and by your everyday attitude that you are wholeheartedly supporting them."*

- Wilfred Peterson

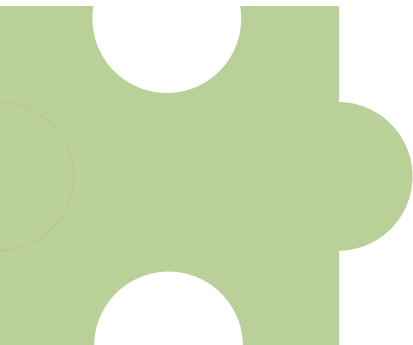
## Habits that Support Emotional and Social Intelligence

To maximize the organizational benefits of Emotional and Social Intelligence, managers need to cultivate habits that build their employees' self-confidence and positive outlook toward achieving superior performance.



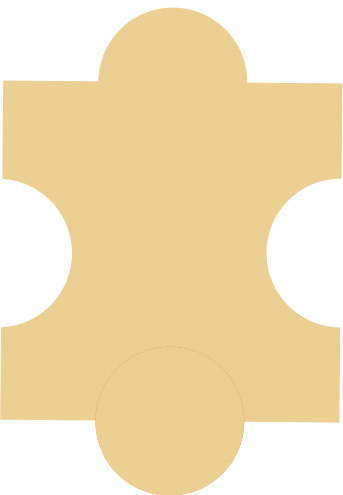
### *Inspire others through their direction:*

- Create a positive vision of the future: Communicating the value their vision creates and helping employees feel emotionally connected to their part in achieving this vision.
- Develop goal clarity: Providing the ability to define and reach higher goals, and understanding how goal clarity can be driven by a deep emotional need to succeed.
- Communicate personal meaning in work: Enabling others to tap into their own sense of purpose.
- Unlock achievement drive in themselves and others: Harnessing the energy that is released with goal clarity, and strengthening the belief that goals are possible and that the benefits and rewards of achieving goals are deserved.



### *Assess their own readiness as a coach to expand belief boundaries:*

- Genuine desire to help move the other person forward. The manager's intention is key.
- Willingness to suspend their own judgment and assumptions.
- Ability to listen to their own feelings and check how they affect their behavior with others.
- Understanding of each employee's attitudes, values and beliefs as a starting point for resetting personal belief boundaries.
- Recognition of when to be non-directive (listening, questioning, clarifying to promote creative thinking and idea generation) and when to be more directive (give advice and train).



### *Align behavior, culture and strategy through the way team and employee conversations are managed:*

- Emphasize strengths, not shortcomings.
- Address challenges openly, and frame difficult issues in a way that leads to constructive, creative solutions.
- Ask questions based on both desired future state and the emotional drivers that will impact attitudes and behavior.
- Focus on fostering a culture that supports Emotional and Social Intelligence.

### About Integrity Solutions

Integrity Solutions helps organizations create customer value that translates into long-term customer loyalty, increased sales and market share growth. Our unique blend of experiential learning and ongoing reinforcement develops employee engagement, promotes emotional intelligence and continually improves skills and abilities.

Our values-based approach to relationship building has been the competitive advantage for more than 2000 organizations. Visit us online to learn more about our solutions and approach:

**[www.integritysolutions.com](http://www.integritysolutions.com)**



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