

LEADERSHIP ACADEMY (STAGE 3)

SESSION: LEADING THROUGH EMOTIONAL INTELLIGENCE (< 1.5 hours)

Objective:

To help participants to:

1. Understand the role of emotional intelligence (EI) on personal and municipal performance.
2. Recognise the main factors that constitute EI.
3. Strengthen their personal EI through learning and practice.

Introduction:

EI is about the emotional make-up of a person and his/her ability to control or direct emotions. Research shows that high levels of EI can make a significant difference to performance – as much as 70%. Yet many organisations continue to recruit, for example, mainly on the basis of mental ability and tend to ignore the emotional make-up of candidates.

EI lies at the core of good leadership. But it is not just a question of good leaders scoring high in specific EI factors; rather, they are able to find the right balance between the factors when approaching a specific situation. For example, turning round a poorly performing organisation will require a different balance of EI factors than ensuring project targets are reached.

EI is a specific way of looking at ourselves and at other people. It is about being aware of, and managing, our own EI; it is also about being aware of, and managing, the impact we have on other people. Personal EI can be strengthened through learning. But if a municipal leadership can begin to take account of EI in its every-day work, it should soon be able to raise the levels of performance.

Assignment:

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| 1. Slides 1-5 | Introduction to EI (10 mins) |
| 2. Group exercise: | Effects of EI competences (30 mins) |
| 3. Slides 6-9 | EI impact on performance and climate (10 mins) |
| 4. Buzz groups | Mutual expectations of managers and staff (20 mins) |
| 5. Slides 13-15 | Strengthening my personal EI (10 mins) |
| 6. Final discussion | Conclusions (10 mins) |

Materials

1. PowerPoint slides: Leading through Emotional Intelligence
2. Group exercise: Effects of EI competences
3. Buzz group exercise: Mutual expectations of managers and staff

EMOTIONAL INTELLIGENCE IN LEADERSHIP

EFFECTS OF EI COMPETENCES

For each EI competence below, set out the positive effects and the impact of weakness for someone in a leadership role.

EI COMPETENCE	POSITIVE EFFECTS	IMPACT OF WEAKNESS
1. Self-awareness a) Reading own emotions b) Knowing strengths and limitations c) Self-confidence		
2. Self-management a) Self-control b) Transparency (integrity, honesty, trustworthiness) c) Adaptability d) Search for achievement e) Ready to take initiative f) Optimism		
3. Social awareness a) Empathy b) Organisational awareness c) Sense of service		
4. Social (ie relationships) management a) Inspiring b) Influence c) Developing others d) Change catalyst e) Conflict management		

EMOTIONAL INTELLIGENCE IN LEADERSHIP

EFFECTS OF EI COMPETENCES (SOME RESPONSES)

EI COMPETENCE	POSITIVE EFFECTS	IMPACT OF WEAKNESS
1. Self-awareness a) Reading own emotions b) Knowing strengths and limitations c) Self-confidence	Facilitates intuition; ability to see patterns and connections; implicit learning; sense of what works / doesn't work and what's important / not important.	Sees things in black and white; takes risks unnecessarily; lacks sense of authority.
2. Self-management a) Self-control b) Transparency (integrity, honesty, trustworthiness) c) Adaptability d) Search for achievement e) Ready to take initiative f) Optimism	Able to justify action through reason; encourages trust; controls impulses.	Controlled by emotions; reduced capacity to think and focus.
3. Social awareness a) Empathy b) Organisational awareness c) Sense of service	Share wavelength; express messages appropriately; supports diversity.	Unrealistic plans; wrong assumptions; failed expectations.
4. Social (ie relationships) management a) Inspiring b) Influence c) Developing others d) Change catalyst e) Conflict management	Generates authenticity; gives purpose to friendliness; facilitates focus on what is important.	Generates conflicts; fails to get best out of staff; generates distrust and low esteem; encourages personal agendas.

Leadership styles reflect a different balance of EI factors. What leadership styles use which factors most? (See Stage 2)

EMOTIONAL INTELLIGENCE

MUTUAL EXPECTATIONS OF MANAGERS AND STAFF

MANAGER GIVES	STAFF GIVE
➤ Work as agreed in JD, aligned to annual municipal plan ➤ Clear guidance; parameters for personal initiative ➤ Means to achieve objectives ➤ Clear information; good communications ➤ Access to colleagues ➤ Attractive working environment ➤ Fair representation ➤ Appreciation for work done ➤ Opportunities to learn and increase expertise ➤ Problem-solving abilities ➤ Confidence in senior management ➤ Leadership ➤ Integrity ➤ Constructive performance appraisal ➤ Career advice ➤ Personal development support	➤ Execution of job to best of ability ➤ Focus on outcomes as well as outputs ➤ Honest self-assessment of achievement ➤ Good quality of work ➤ Sensible and honest use of municipality's reputation, time and resources ➤ Respect for rules ➤ Respect of colleagues ➤ Cooperation in developing policies and plans ➤ Team-working ➤ Confidence in management ➤ Transparency and integrity ➤ Creative thinking ➤ Motivation

Question:

What difference would good EI make to the relationship between managers and staff?