



ASQ[®]

The Global Voice of Quality™

Emotional Intelligence:

The Quality Leadership Tool for the Future

April 13-14, 2011

Innovation
creates value

Strategy
captures value

Human Beings
deliver value



The person who figures out how to harness the collective genius of the people in his or her organization is going to *blow the competition away.*

Walter Wriston, former CEO CitiGroup

Caution

**Human Beings Present
Handle With Care**

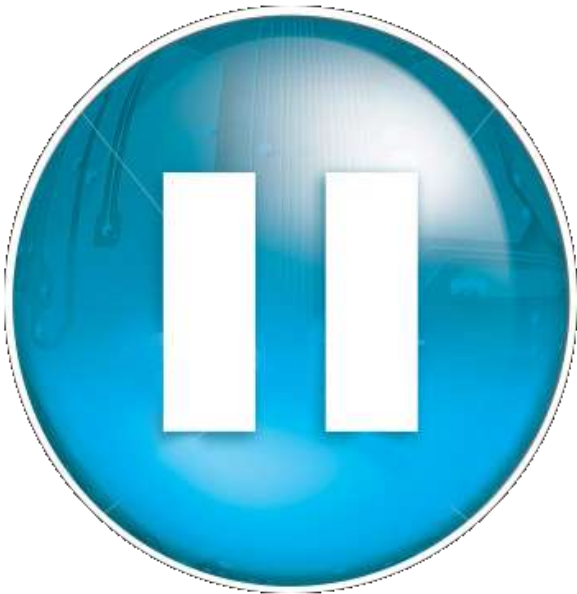
Every Customer

Every Employee

Every Interaction

Every Time

What is Emotional Intelligence?



**The aggregate or global capacity
of the individual to**

- **Act purposely**
- **Think rationally and**
- **Deal effectively with their
environment.**

Dr. David Wechsler 1958

WIFM

- You Move from Silo to Seamless
- You become an Absolute Advantage

WIFT

- $E/I \sim I/E = HPE + HLI + \text{Teamwork}$
(Retention)

WIFO

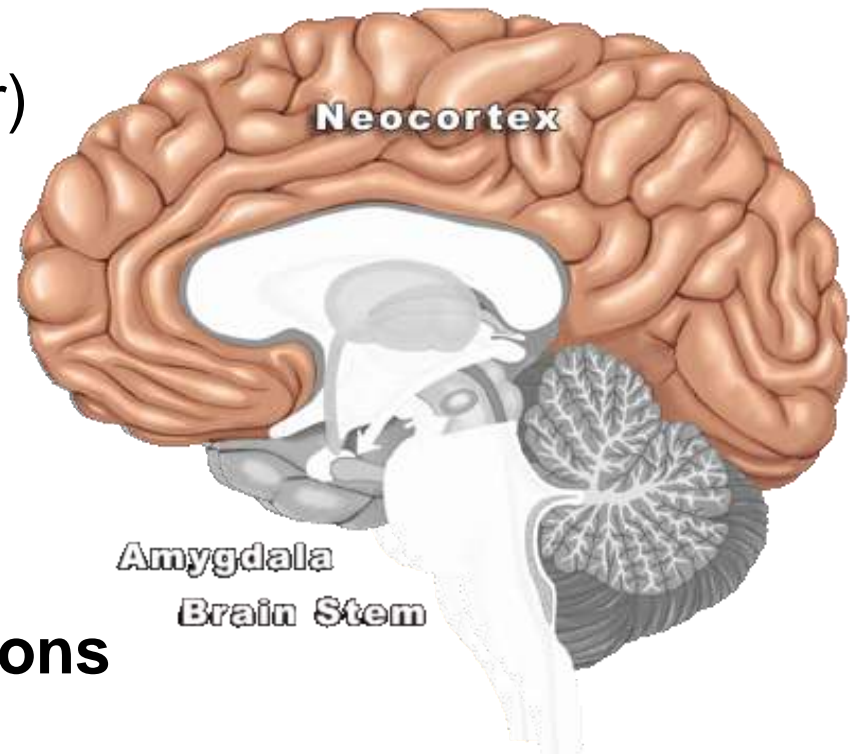
- Sustainable Competitive Advantage
(You blow the competition away)!



Every customer, every employee, every interaction, every time!

The Neuroscience of EI

- Neo-Cortex-**Thinking Brain**
technical, cognitive (Exec Center)
- Limbic System-**Feeling Brain**
(Survival) fight flight freeze
(Motivators) fear duty love
- Brain Stem-**Basic Life Functions**
breathing, digestion



Emotional Intelligence ~Responsibility-Based Management

| Competence | Knowledge | Response |
|-------------------------|--------------------|-------------------------|
| You Personal | ✓ Self Awareness | ✓ Self Mastery |
| Social Others | ✓ Social Awareness | ✓ Relational Leadership |

With high EI, “added-value” can be defined as the value *with you inside a situation* is greater than the value without you.

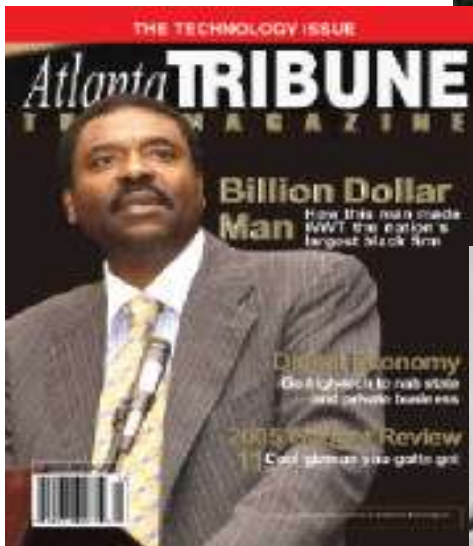
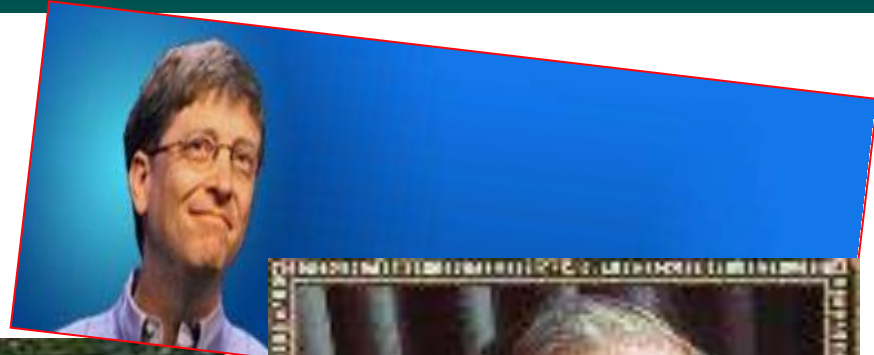
(Modified

Tim Sanders)

Your Experience with EI

*Exercise: List behaviors of a strong teacher,
leader, coach, mentor you've experienced in your life*

Hard times don't create leaders. Hard times reveal leaders.



Think: How does your degree of Emotional Intelligence affect quality performance, trust, speed, cost, outcome and results?

Emotions Matter at Work

- My boss hasn't answered my e-mail.
- Was my supervisor pleased or disappointed?
- Is the team "on board" with my suggestions?
- Do I have the floor to speak in the meeting?
- Are my team members afraid of me? Angry with me?
- I don't trust what the leadership/supervisor says.
- Was that remark sarcastic or sincere?
- Why didn't my colleague return my call?
- I didn't get the promotion I felt I was promised.
- My review is three months late and no word why.

NAME SOME EMOTIONS



Know where you are *emotionally*

| <p>Past House of Un-forgiveness</p> | <p>Present <i>Degree of</i></p> | <p>Future House of Fear</p> |
|--|---|---|
| <p>Bitter Resentful Guilty Shame Blame</p> | <p>Freedom Peace Contented Joy Love</p> | <p>Stressed Anxious Worry Fearful Panicky</p> |
| <p>Snap the Band</p> | | <p>Snap the Band</p> |

Motivations

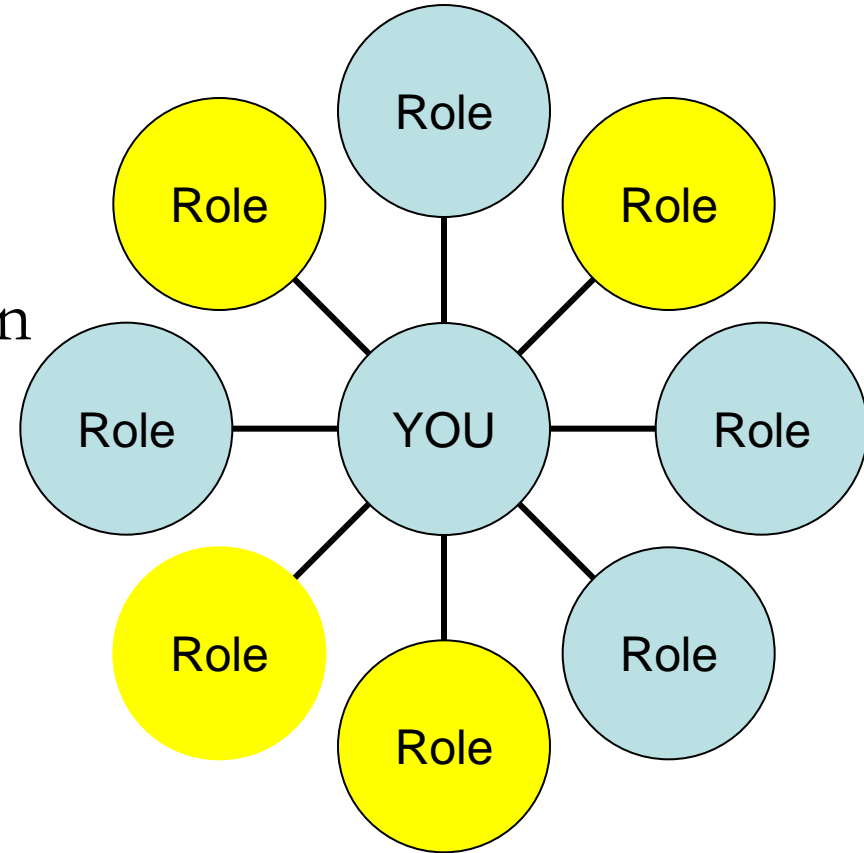
External:

Fear (I have to) Penalty

Duty (I ought/should) Obligation

Internal:

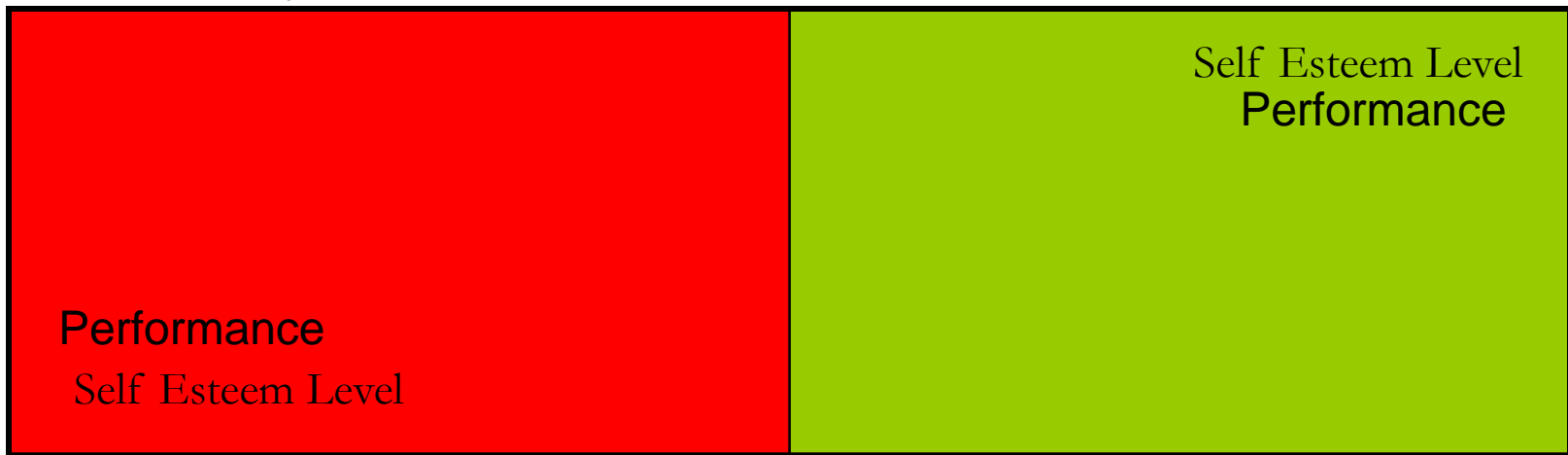
Love (I *want* to) Energetic Fuel



Your Choice: Omission or Commission

1 Absolutely No Control

Absolute Total Control 5



Control Continuum

- Traffic
- Weather
- Other People

- **You**
- Think, Say, Do
- How You Respond

Emotions are personal reactions to a stimulus.

We ask five questions automatically.

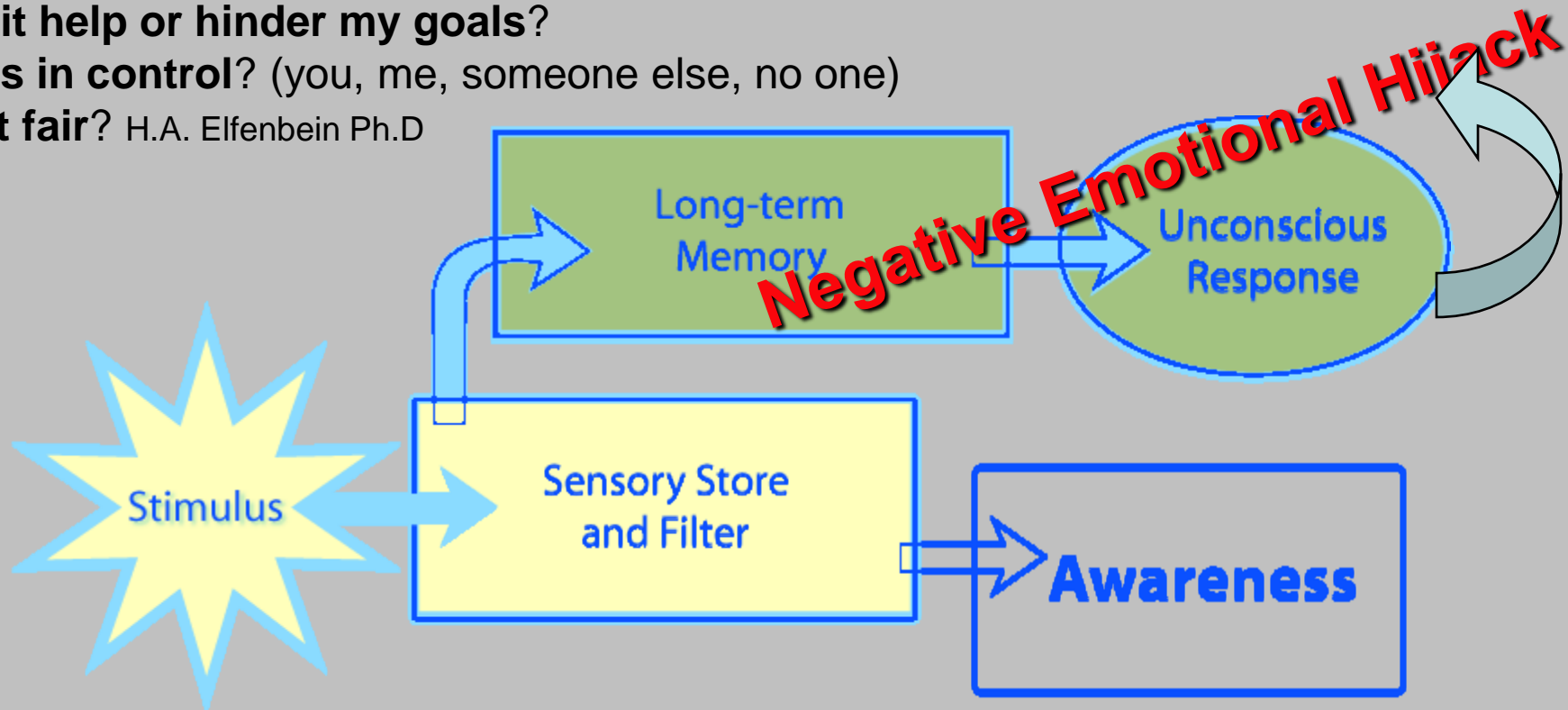
Is this good for me, bad for me, or neutral?

Is it new to me or have I seen it before?

Does it help or hinder my goals?

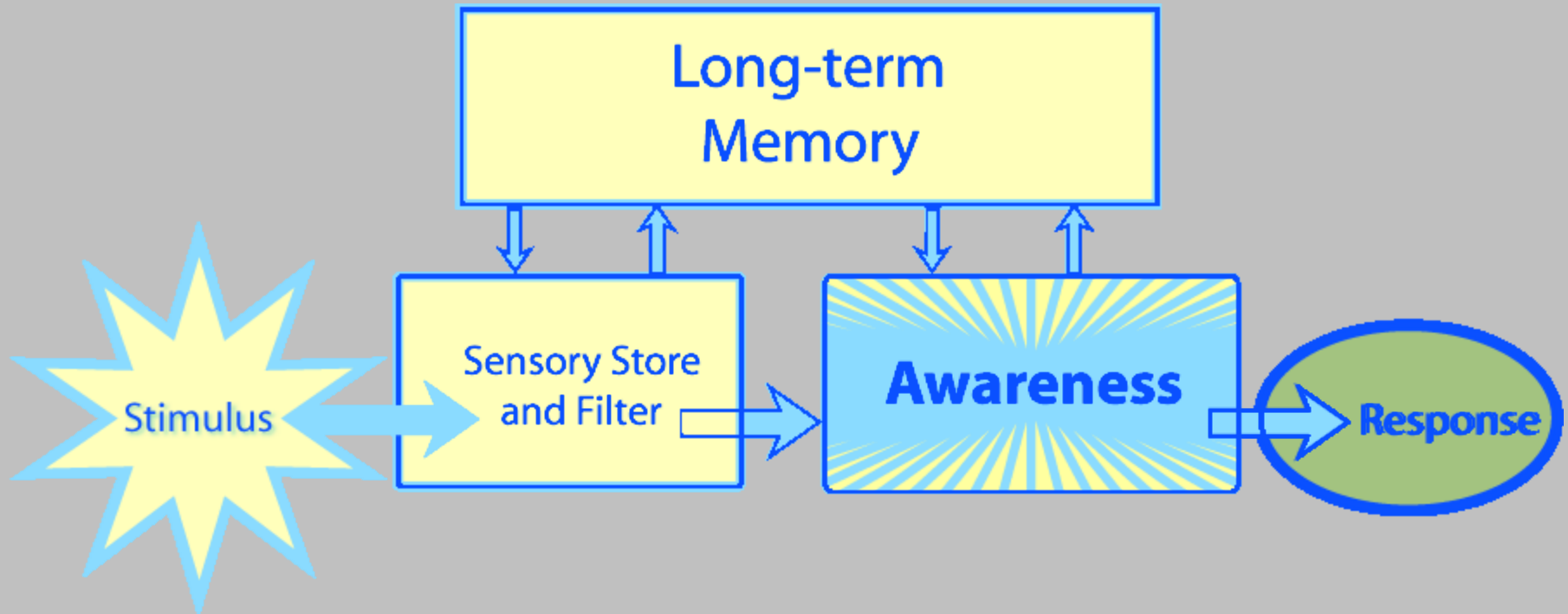
Who is in control? (you, me, someone else, no one)

Was it fair? H.A. Elfenbein Ph.D



E/I~I/E Process Applied

Emotional Self Control-Awareness and Choice



EI alternative: Reflection & Choice vs. Accident & Force

What You Know/EI Competencies

| Competence | Knowledge | Response |
|-----------------|--------------------|-------------------------|
| Personal | ✓ Self Awareness | ✓ Self Mastery |
| Social | ✓ Social Awareness | ✓ Relational Leadership |

Emotional Self Awareness
 Accurate Self Assessment
 Confidence
 Emotional Self Control
 Transparency
 Adaptability
 Achievement
 Initiative
 Collaboration

Optimism
 Empathy
 Organizational Awareness
 Inspiration
 Influence
 Develop People
 Change Catalyst
 Conflict Management
 Teamwork

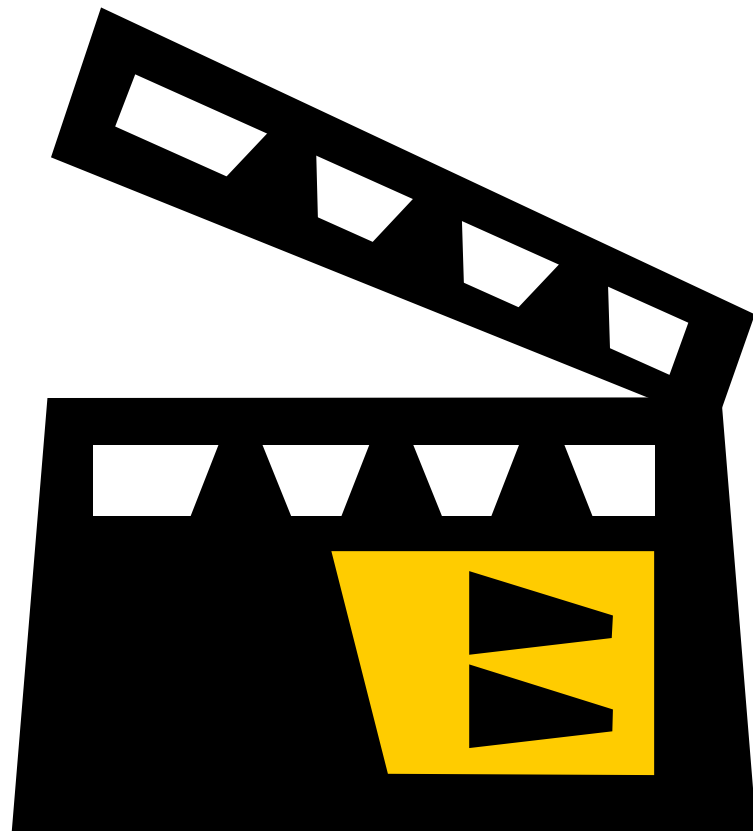
EI Awareness Causes A *Shift* In Perspective

Ask Yourself.....

“What can I contribute that will significantly affect the performance and the results of the people I serve and the relationships in business I try to build”?

(Modified

Peter Drucker)



EI Progression Smart Skills Applied



| | | | |
|--|--|--|---|
| <p>“Integrator” <i>High trust, high speed, low cost</i></p> | <p>Partnership</p> | <p>Sharing Outcomes (pain/gain)</p> | <p>Trust</p> |
| <p>“Intern” <i>Practicing new competencies</i></p> | <p>Relating</p> | <p>Collaborating Shaping</p> | <p>Wholehearted Listening</p> |
| <p>“Student” <i>Learning new habits</i></p> | <p>Communicating</p> | <p>Exploring</p> | <p>Sincerity Other-Focus</p> |
| <p>“Command & Control” <i>Low trust, low speed, high cost</i></p> | <p>Transacting</p> | <p>Telling</p> | <p>Self-Focus</p> |
| <p>You – Courageous <i>Your Personal and Social Competence</i></p> | <p>Your Credibility <i>(Other people’s ability to count on your Word)</i></p> | <p>Your Reliability <i>(Other people’s ability to use your contributions)</i></p> | <p>Your Care <i>(Your real interest in others)</i></p> |

Where are you?

Your Private Life - Family-Health-Spirit-Wellness-Balance

Self-Awareness – Strategies

- Quit treating your emotions as good or bad
- Observe the ripple effect of your emotions
- Know who and what pushes your buttons
- Watch yourself like a hawk
- Stop and ask yourself why you do the things you do
- Visit your values
- Check yourself
- Get to know yourself under stress
- Seek constructive feedback

Self Mastery- Strategies

- Breathe Right
- Take control of your self talk
- Count to ten
- Sleep on it
- Smile more and laugh
- Focus attention on your freedoms not limitations
- Learn a valuable lesson from everyone you encounter

Social Awareness Strategies

- Greet people by name
- Watch body language (yours and others)
- Make timing everything
- Live in the moment
- Practice wholehearted listening
- Seek the whole picture
- Step into their shoes
- Catch the mood in the room



Relational Leadership/Strategies

- Build trust
- Avoid giving mixed signals
- Take feedback well
- Explain your decisions, don't just make them
- Acknowledge the other person's feelings
- Make your feedback with candor and care
- Be open and be curious
- Remember the little things that pack a punch
- Enhance your natural communication style

Developing Smart Skills

- Find someone who is good at it.
- Watch that person do it.
- Get that person to talk about how they do it.
- Practice doing it yourself with his or her help.
- Ask the person to give you helpful feedback.
- Practice doing it on your own.
- Seek constructive feedback until you've got it.



EI Quick Book Ideas

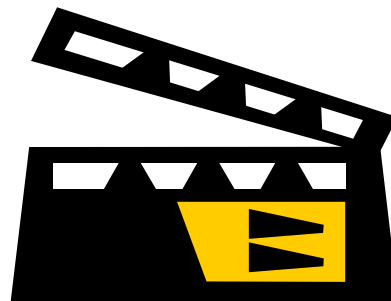
Your EI Actionable Pathway

What specific strategies will you take to develop your EI, the quality leadership tool that will result in superior performance?

What barriers will you have to overcome in order to achieve your outcomes?

What will you need to do to overcome the barriers?

How will you measure the results of your actions?



Transparency and Accountability

Feedback Rich Observations

1. What is the one idea you learned and will use?
2. What would you like to learn more about?
3. Rank the value to you from (1-5), 5 being most valuable.
4. Were your expectations met?
5. What changes would make this program more memorable?
6. Would you recommend this program?



Contact Information

The Varley Group, Inc. outcome-based mission is to transform human potential into constructive contribution.

The focus is teaching Emotional Intelligence in order to develop leadership competence, advising executives in order to enhance their personal effectiveness and speaking in order to inspire individuals to live up to the fullness of their promise. We grow our business by word of mouth referral, letters of value and delivering on our promise.

Edith C. Varley
1611 Award Drive, Suite 100
St. Louis, MO 63021
Phone 636-225-9211
www.thevarleygroup.com
ecvarley@thevarleygroup.com