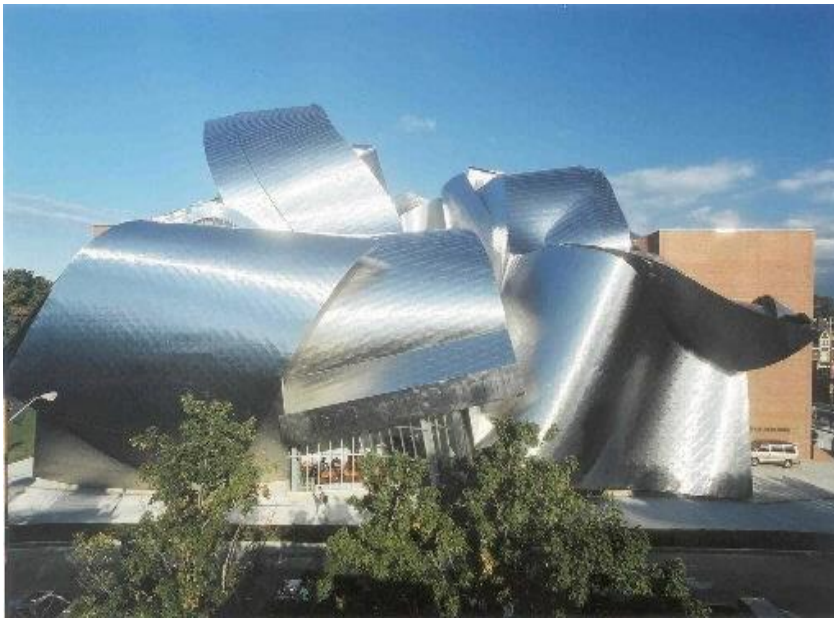


Emotional Intelligence Competencies for the Administrative Professional



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Objectives

- Define Emotional Intelligence (EI) and its competencies
- Understand how outstanding professionals harness the power of positive emotions to produce desired work outcomes
- Identify strategies for deploying EI in your professional and personal lives



Defining Emotional Intelligence

- Ronald Reagan

<https://www.youtube.com/watch?v=Qa7icmqgsow>

- Robert Kennedy

<https://www.youtube.com/watch?v=j6mxL2cqxrA>

Discussion Questions:

- What are your reactions to these speeches?
- Write down your collective definition of emotional intelligence.



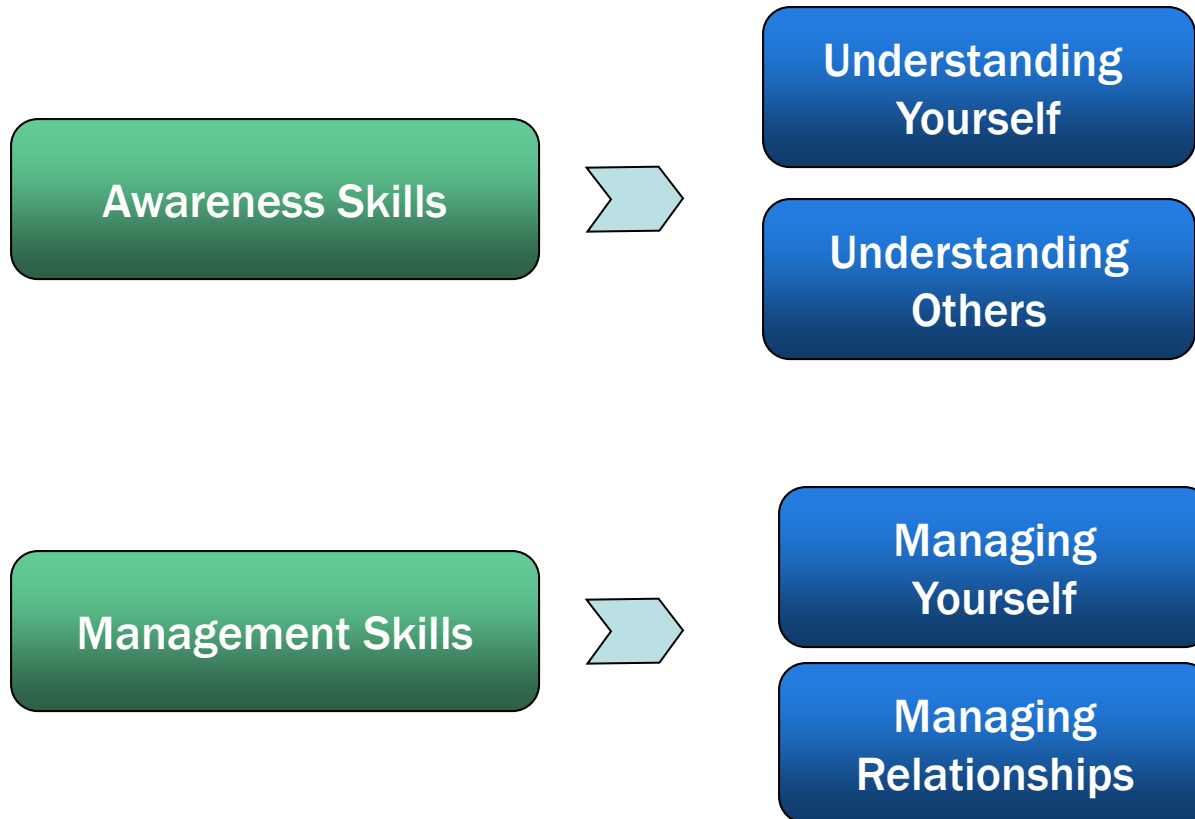
What is Emotional Intelligence?

The capacity to recognize and understand your own and others' emotions, and use this awareness to motivate and manage yourself and your relationships with others

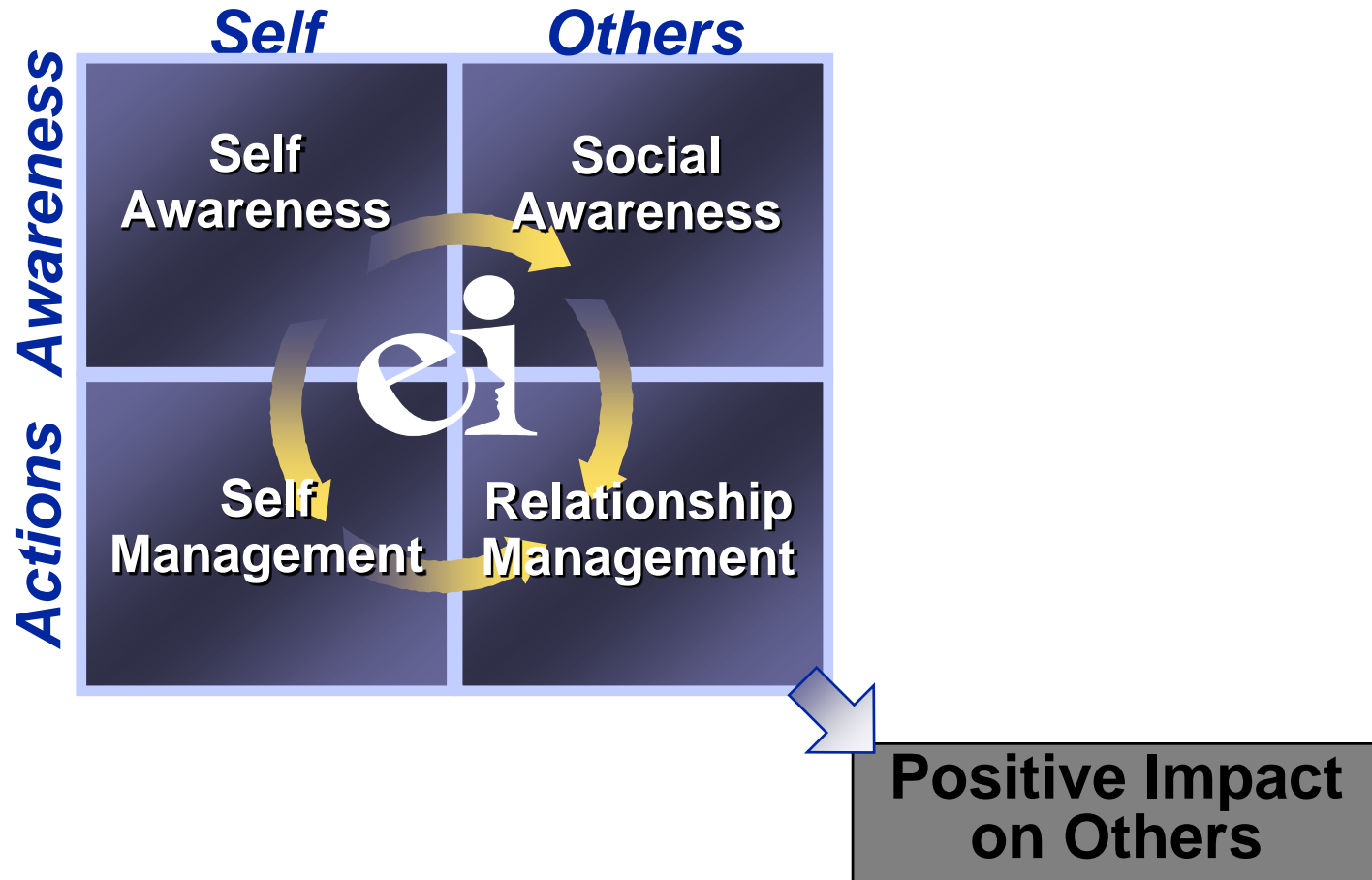
- to result in improved work performance and enhanced organizational effectiveness



The Essence of Emotional Intelligence



EI Competencies: How Emotional Intelligence Drives Performance



Pairs Discussion

Which areas of EI competency
are your strengths?



Lessons from the 2 Videos: What We Know about Emotionally Intelligent Professionals

- They ***acknowledge today's problems*** and simultaneously ***recognize opportunities and create solutions for the future***
- Their actions resonate with the ***core values and larger purpose*** of their organizations, units and people
- They act with ***courage*** and ***integrity***
- They build the ***relationships*** that are needed to deliver results over the long term
- They ***mobilize the resources*** necessary to engender success
- They ***understand and leverage the power of positive emotions*** to inspire desired outcomes such as excellent performance, creativity, initiative, and engagement



The Challenge for Professionals

- To unleash the best in self and others particularly in uncertain or difficult times
- To create a contagion of positive emotions including inspiration, creativity, and engagement
- To overcome unproductive emotional spirals in self and others (anxiety, anger, fear, despair, cynicism, confusion, victimhood, blaming)
- To gain perspective on the situation and the things we can influence
- To set an example of desired behaviors



The Neuroscience Behind Emotional Intelligence

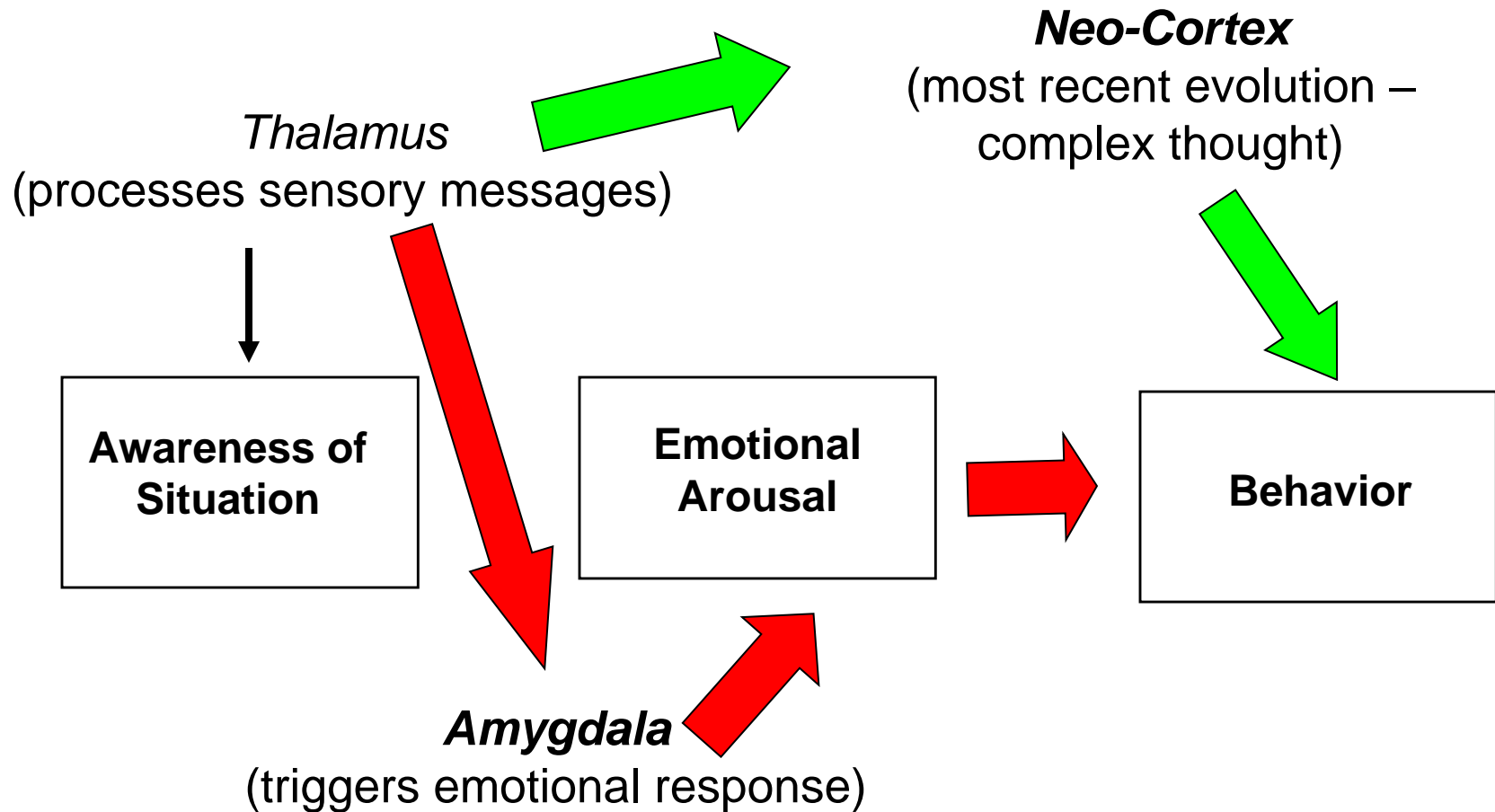
How our brain responds



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The Emotional Process



An Amygdala Hijacking

- It is a sudden, emotional “default” response
- It stirs strong emotions within you
- The response is often manifested in some visible way
- Afterwards you may feel embarrassed, sheepish, guilty, or regretful



Tell-tale Signs of An Emotional Hijacking: Common Emotional Reactions/Behaviors

Get Mad

Justify/
Rationalize

Become
Anxious

Blame

Judge

Attack

Be
Defensive

Become the
"Protector"

Avoid or
Deny

Laugh or
Joke

Argue

Withdraw/
Run Away

Demand

Stew

Become the
Victim

Sulk

Retaliate



Individual Reflection: A Recent Amygdala Hijacking

1. Recall a recent episode in which you experienced an amygdala hijacking.
2. What set it off? What fed it or kept it going?
3. What physical, mental and emotional reactions/behaviors did you have?
4. How did it end?



Small Group Discussion

- Briefly discuss your amygdala hijacking episode
- Identify common patterns among your stories
- Identify other behaviors which would have been more effective to use in your episode.
- How will you remember to engage in these new behaviors in-the-moment?



Some Tips for Acting with More Emotional Intelligence in Difficult Situations

- Do the prep – this allows you to remember your “best self” in the moment
- Acknowledge emotions/feelings
- Get to the balcony
- Listen
- Put yourself in their shoes
- Interact with respect
- Take appropriate responsibility
- Invite engagement in finding creative solutions



Recap of the Core Message

- (1) Outstanding professionals harness the power of positive emotions to engage and resonate with others and build positive outcomes
 - **Ronald Reagan**
 - **Robert Kennedy**

- (2) Outstanding professionals create workplace cultures that are emotionally enriching – that manifest positive interaction, work-life quality, innovativeness, meaningfulness of work, and human development
 - **Your “great boss”**

- (3) Outstanding professionals prepare themselves physically, mentally and emotionally for emotionally intelligent behavior in uncertain or difficult times
 - **Amygdala hijacking exercise**



Concluding Thought

“People may forget what you said.
People may forget what you did, but
people never forget how you made
them feel.”

- Maya Angelou, author and poet



Recommended Readings

Goleman, D., Boyatzis, R. E., & McKee, A. (2002). Primal Leadership, Harvard Business School Press.

Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books.

Boyatzis, R.E., & McKee, A. (2005). Resonant Leadership. Harvard Business School Press.

