

Building your Emotional Intelligence as a Leader

PERSONAL REFLECTION

A good starting point is to get an accurate understanding of your emotional intelligence profile today. You can do this by completing some type of emotional intelligence assessment – there are many good instruments now. Another way is to get some honest feedback from a colleague or mentor you trust and respect - someone who is prepared to be open and direct. Another good way is through personal reflection. Take a few moments to reflect on your own experience. You could use these questions to guide your thinking.

Self Awareness: What do I stand for?
What do I truly care about?
What is really important to me?
What is my personal style?

How would you describe your own level of self awareness?

Self Management: Do I keep myself energized?
Do I keep a clear focus even when things are tough?
Do I manage my time and priorities well?
Do I ensure that my emotions do not dominate my judgement?

How would you describe your ability to self manage through all situations?

Understanding Others: What is my interest in others and their perspectives?
What is my ability to listen and hear what people say?
Do I show empathy for the interests of others?
How much time do I give to others?

How would you describe the extent to which you understand others?

Building Relationships: What is my ability to engage and influence others?
Do I give appreciation and recognition to others?
Do my dealings with others build trust?
Do I initiate and maintain contact with others?

How would you describe how effective you are at building relationships?

SUGGESTIONS FOR DEVELOPMENT

Future development options are dependent on making an accurate assessment of current reality, and then determining the gap between this and anticipated future challenges. If your E.Q. determines how far you get, then it is a critical component of your own development above and beyond your technical skill. Self Awareness is the starting point because you can't manage that which you are not aware of.

Intrapersonal

Self Awareness

1. Reflect – set aside a time on a regular basis to review what has happened and to review your behaviour in the situation.
2. Get feedback – seek feedback from people whose opinions you respect or from people who know you well and will be direct.
3. Find awareness in the moment – at any moment during the day be aware of how you are feeling and the impact you are having on others.
4. Try something different – change what you would normally do and see what impact it has.
5. Conduct a self audit and make a regular assessment of what success means to you and how you evaluate it.
6. Journal – take the time to write up a journal of your reflections and reactions each day.

Notes:

Self Management

1. Hesitate before acting – take the time to think before acting even when it seems straight forward.
2. Consider impact and intent – think about your long term intention and whether your current behaviour is helping or hindering.
3. Manage stress – monitor your stress levels and keep it under control through relaxation, exercise etc.
4. Set clear priorities – be clear about your priorities and make sure they are displayed through your behaviour each day.
5. Establish a routine – build some procedures into your daily work which help you to be more disciplined.
6. To do list – create a list of priorities and things you want to accomplish and cross them off as they are completed.

Notes:

Interpersonal

Understanding Others

1. Listen – ensure that you are not only listening but understanding what is being said.
2. Ask better questions – use questions to gain greater understanding and deeper appreciation of the motivation of others.
3. Show genuine interest – take the time to get to know another person and understand more about their life.
4. Mentor someone – provide support for the development of another person and provide them with feedback and encouragement.
5. Take a course – undertake a workshop in empathy, psychology or counseling skills.
6. Choose a mentor – have someone mentor you to help you to see things from another perspective.

Notes:

Building a Relationship

1. Express appreciation – giving recognition and saying thank you are powerful ways to build relationships and show respect.
2. Look for win/win – focus on the other person's interests as well as your own and seek to find solutions which satisfy both.
3. Put in the time – make a concerted effort to make contact, keep in touch, and to build relationships.
4. Balance talking and asking – a relationship is a two-way process so be careful that you are giving equal time to speaking and listening.
5. Seek to help – identify the situations you are in where you have the opportunity to help others to be more successful.
6. Be open – appreciate that there are many different perspectives on life and pay respect to another's point of view.

Notes: