

>> Welcome to

# The EQ Edge



Presented by  
Steven J. Stein, Ph.D.



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>> What Does it Mean...



to be smart in  
today's organizations?



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Let's start with the top

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## >> Leadership

### What do we look for in our leaders?



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## >> Good Intelligence

### High IQ

- Measure of intellectual, analytical, logical, and rational abilities.
- How we learn, reason, and solve problems by application of prior knowledge.
- Cognitive abilities



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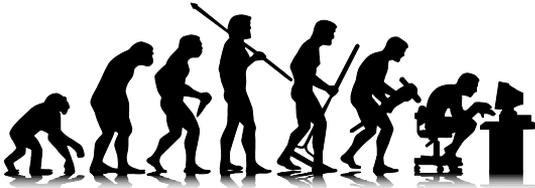
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## >> Evolution of Intelligences



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## >> Logic vs. Emotion



Logic



Emotion

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## >> Balancing Emotion and Logic



James T. Kirk

“A man with very human emotions”

“**He didn’t know everything about everything.** Scotty knew more than him about engineering, Spock about science, and Bones about medicine.”  
~ Randy Pausch

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## >> Michael Dell



Michael Dell

“I’ve always tried to **surround myself with the best talent** I could find. When you’re the leader of a company you can’t do everything yourself...The **more talented people you have to help you**, the better off you and the company will be.”

~ Michael Dell

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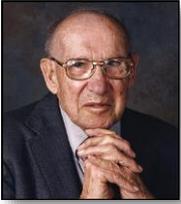
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## >> Peter Drucker



Peter Drucker

"Success in the knowledge economy comes to those who know themselves -- their strengths, their values, and how to best perform."

~ Peter Drucker



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## >> Ginni Rometty



Ginni Rometty  
Chief Executive Officer, IBM

"She leads from both her head and her heart."

~ Manoj Saxena  
*Fortune Magazine*  
October 2012



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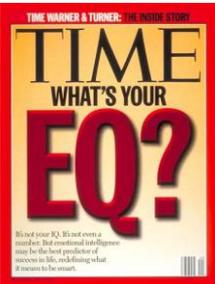
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## >> Predictor of Success



"It's not your IQ. It's not even a number. But emotional intelligence may be the best predictor of success in life, redefining what it means to be smart."



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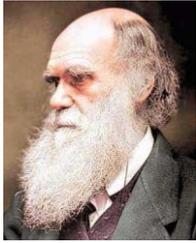
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## >> The Expression of Emotions

### In man and animals



Macaca Nigra

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## >> Emotions = Signals



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## >> Emotions and Intelligence

“I view emotions as organizing processes that enable individuals to think and behave adaptively.”

**Peter Salovey, Ph.D.**

Researcher, Emotional & Social Intelligence  
Yale University  
Department of Psychology

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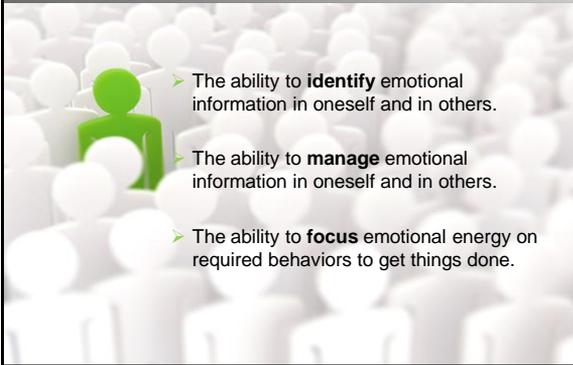
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## >> Emotional Intelligence Defined




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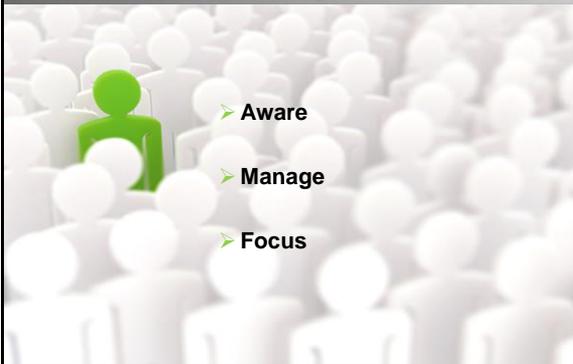
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## >> Emotional Intelligence Defined




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## >> Emotional Quotient 2.0 (EQ-i 2.0)




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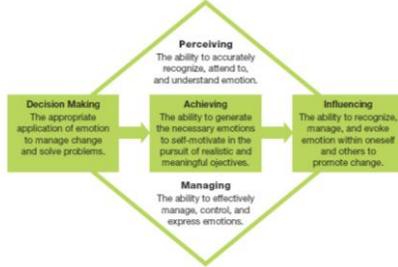
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## >> Emotional & Social Intelligence

### 5 Factors of Emotional & Social Intelligence



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## >> EI Drives Business Results

“In the fields I have studied, emotional intelligence is much more powerful than IQ in determining who emerges as a leader. IQ is a threshold competence. You need it, but it doesn't make you a star. Emotional Intelligence can.”

**Warren Bennis**  
Renowned Leadership Pioneer,  
Author and Researcher

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## >> Leadership: Dealing with Crisis



You're a leader of a large company

Your company just destroyed  
a natural environment

What's the emotion of  
the area locals?

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>> Tony Hayward, CEO of BP



"We're sorry for the massive disruption this has caused people.

There's no one who wants this thing to be over more than I do,

but I'd like my life back!"

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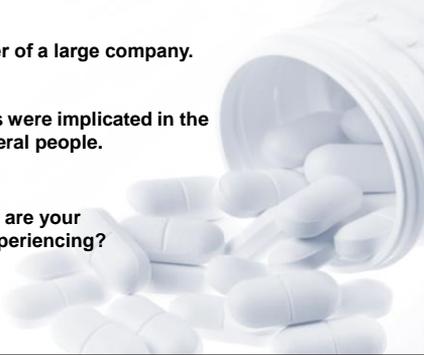
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>> Leadership: Dealing with Crisis

You're a leader of a large company.

Your products were implicated in the deaths of several people.

What emotion are your customers experiencing?



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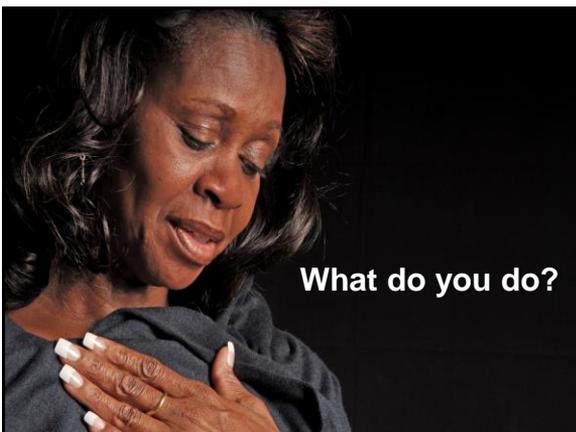
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What do you do?

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## >> Jim Burke, CEO of J&J, 1982



**First response:**  
"How do we protect the people?"

**Second response:**  
"How do we save this product?"

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## >> Jim Burke, CEO of J&J, 1982



- > Spoke on television
- > Condemned the poisonings
- > Talked emotionally with tears in his eyes
- > Recalled all Tylenol
- > Added safety barrier to all bottles

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## >> Perceiving Emotions

"The ability to accurately recognize, attend to, and understand emotion."

- > Understand your own emotions
- > Stay attuned to the emotions of others
- > Demonstrate empathy
- > Differentiate between emotions



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## >> Leadership Emergence

### How important is emotional perception?

- Stephan Cote & Colleagues  
Rotman School of Business, University of Toronto
- Teams of MBA students working together for 10 weeks
- Tested IQ, personality, EQ, (pre) and peer ratings of leadership

\*The Leadership Quarterly 21 (2010) 496-508

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## >> Leadership Emergence

### Findings:

"We identified the ability to **understand emotions** as the most consistent predictor of leadership emergence among the facets of emotional intelligence."

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## >> 6 Basic Emotional Expressions

- Happiness
- Anger
- Surprise
- Disgust
- Sadness
- Fear



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## >> Four-Step Process

1. An emotion arises
2. Emotions affect our thinking by directing our attention
3. Ask yourself insight questions
4. Action step

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## >> Verbal & Non-Verbal Communication



### Percentage of the information we take in:

- Words: 7%
- Tone of voice: 38%
- Body language: 55%

Source: Mehrabian, A. (1971). *Silent messages*. Belmont, CA: Wadsworth

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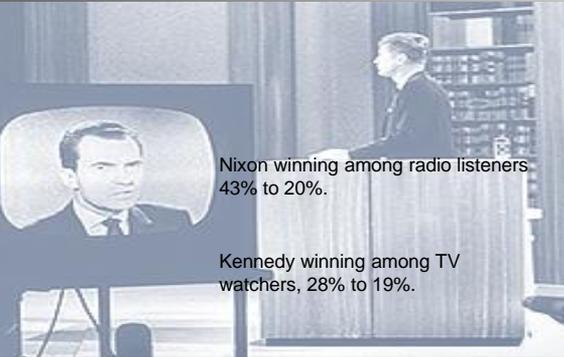
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## >> Kennedy vs. Nixon



Nixon winning among radio listeners.  
43% to 20%.

Kennedy winning among TV  
watchers, 28% to 19%.

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## >> Reflective Listening

What are some ways we  
can **check in** on what we are  
perceiving **during** a conversation?

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## >> Reading Emotions Around You



Winston Churchill

"Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen."

"A politician needs the ability to foretell what is going to happen tomorrow, next week, next month, and next year. And to have the ability afterwards to explain why it didn't happen."

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## >> Perceiving



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>> **December 13, 1961**

**Mike Smith and Dick Rowe:**

Executives in charge of evaluating new talent for the London office of Decca Records.

Mike Smith traveled to Liverpool to watch a local rock 'n roll band perform.

He decided the band had talent, and invited them to audition on New Year's Day 1962.

The band made the trip to London and spent two hours playing 15 different songs at the Decca Studios.

Then they went home and waited for an answer.

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**They waited for weeks.**

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>> **The Answer**

**"Not to mince words, Mr. Epstein, but we don't like your boys' sound. Groups are out."**

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>> Decision Making

A side-by-side comparison of two portable music players. On the left is a silver Sony Walkman cassette player with a pair of black headphones attached. On the right is a white iPod with a pair of white headphones. The iPod screen shows a menu with options: Playlists, Music, Songs, Contacts, and Settings.

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>> Decision Making

A side-by-side comparison of two mobile phones. On the left is a black Nokia feature phone with a small screen and a full numeric keypad. On the right is a black iPhone with a large touchscreen displaying various app icons like Phone, Messages, Safari, and iPod.

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## >> Decision Making



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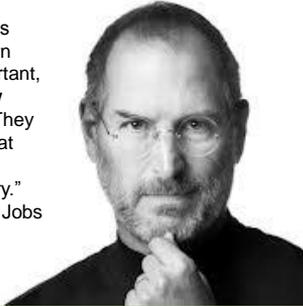
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## >> Emotions and Decision Making

“Don't let the noise of other's opinions drown out your own inner voice. And most important, have the **courage to follow your heart and intuition**. They somehow already know what you truly want to become. Everything else is secondary.”

~ Steve Jobs



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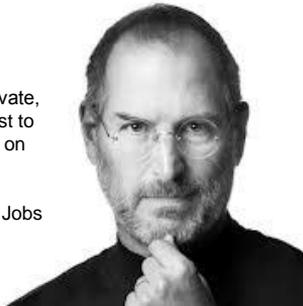
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## >> Emotions and Decision Making

“Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations.”

~ Steve Jobs



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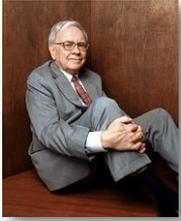
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## >> Using Emotion in Financial Decisions



Warren Buffett

"We simply attempt to be fearful when others are greedy and to be greedy only when others are fearful."

"We believe that according the name 'investors' to institutions that trade actively is like calling someone who repeatedly engages in one-night stands a 'romantic'."



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## >> Peter Drucker



Peter Drucker

"Whenever you see a successful business, someone once made a courageous decision."

~ Peter Drucker



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## >> Role of Emotion in Decision Making

### Joseph Mikels & Colleagues at DePaul University



Good safety record



Gets good gas mileage



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## >> Selecting Doctors on Emotional/Social Skills

The New York Times

### New for Aspiring Doctors, the People-Skills Test

By GARDNER HARRIS  
Published: July 10, 2011

ROANOKE, Va. — Doctors save lives, but they can sometimes be insufferable know-it-alls who bully nurses and do not listen to patients. Medical schools have traditionally done little to screen out such flawed applicants or to train them to behave better, but that is changing.



Having to learn for The New York Times. Applicants prepared for the first phase of the "multiple mini interview" at Virginia Tech Carilion.

At Virginia Tech Carilion, the nation's newest medical school, administrators decided against relying solely on grades, test scores and hourlong interviews to determine who got in. Instead, the school invited candidates to the admissions equivalent of speed-dating: nine brief interviews that forced candidates to show they had the social skills to navigate a health care system in which good communication has become critical.

The new process has enormous consequences not only for the lives of the applicants but, its backers hope, also for the entire health care system. It is called the multiple mini interview, or M.M.I., and its use is spreading. At least eight [medical schools](#) in the United States — including those at Stanford, the University of California, Los Angeles, and the University of Cincinnati — and 13 in Canada are using it.

"We are trying to weed out the students who look great on paper but haven't developed the people or communication skills we think are important," said Dr. Stephen Workman, associate dean for admissions and administration at Virginia Tech Carilion.

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## >> Mood and Decisions



Dr. Donald Redelmeier, 20 years of research at Stanford University and University of Toronto medical schools.

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## >> Processing Decisions

1. Problem Identification
2. Solution Process
3. Emotion
4. Outcomes
5. Feel and See Success

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## >> Decision Making

“The application of emotion to manage change and solve problems.”

- > Use positive emotions
- > Use negative emotions
- > Manage change and emotions to solve problems



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## >> Decision Making and Emotion

Warren Buffett

Steven Jobs

Karen Katz  
CEO, Neiman Marcus

Harvey Scholtsberg  
Hostage Negotiator

Phillip D. Ivey, poker player

Bruce Wasserstein  
Ultimate Dealmaker

EISA

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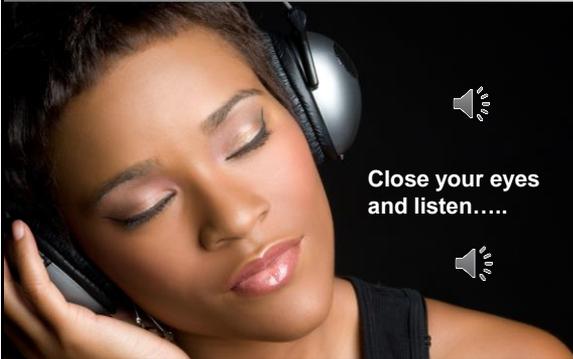
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## >> Music and Your Mood



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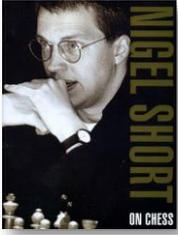
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## >> Nigel Short on Creating the Mood



"I have a variety of music for my moods. There are occasions when I need to build up my aggression before a game. For that I put on AC/DC's 'Walk All Over You.' And there are other times when I listen to Segovia playing Bach and that puts me into a totally different mood. **It depends on the player, how you're feeling that day and what you need to do in a game.**"

### Chess prodigy

- Qualified for British Men's Championship at 12
- Earned grandmaster title at 19
- Strongest British chess player of 20<sup>th</sup> century



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## >> Working with US Olympic Swimmers

To underscore that message with the Olympic swimmers, Dr. Jim Bauman suggests they put together their own music playlists, with:

**Slow** music that represents idling or resting

**Medium to fast** music that offers a beat-per-minute pace similar to their competition stroke-per-minute rate

**Very fast** music that represents "redlining" or excessive anxiety



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## >> Working with US Olympic Swimmers

"Using these playlists makes it easier for them to remain aware of their psychological and physiological energy levels, or RPMs, as they relate to various stages of getting ready to compete," he says.



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# 31



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>> Writing: Getting It Done

"I listen to music all the time. Not when I'm composing fresh copy, but when I'm rewriting or editing, I've always got it on and it's always turned up really loud.

I have certain touchstone songs that I go back to – they drive my wife crazy, my kids, my grandchildren crazy.

I'm the sort of guy who will play Whitney Houston's "I Will Always Love You" twenty-five times until I discover the song was written by Dolly Parton and then listen to the Dolly Parton version forty times."

Stephen King, 11/22/63



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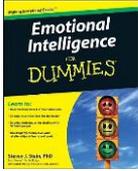
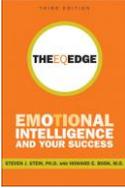
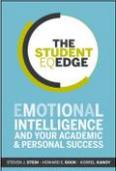
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>> Getting things done



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## >> Emotion and Performance

E[mot]ion      [Mot]ivation

Root Latin verb **motere** "to move"



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## >> Which Emotions Motivate?

Anger	Hope
Shame	Pride
Boredom	Excitement
Anxiety	
Hopelessness	

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## >> Motivation and Achievement



Abraham Maslow

"Whereas the average individuals often have not the slightest idea of what they are, of what they want, of what their own opinions are, self-actualizing individuals have superior awareness of their own impulses, desires opinions, and subjective reactions in general."



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## >> Have a Best Friend at Work



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## >> Achieving

“The ability to generate the necessary emotions to self-motivate in the pursuit of realistic and meaningful objectives.”

- Self-motivate
- Generate requisite emotions
- Realize the pursuit of realistic and meaningful objectives



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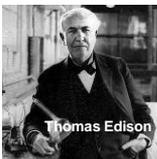
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## >> Achieving



Thomas Edison



Bill Gates



Martin Luther King, Jr.

Stephanie Dotto



Kate Winslet



Wayne Gretzky



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## >> Influencing

“The ability to recognize, manage, and evoke emotion within oneself and others to promote change.”

- Appraise a situation
- Interpret emotional tone
- Evoke emotions
- Promote change



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## >> Influencing High/Low

[ Low ]

### Less skilled at Influencing

- Are rarely assertive or are ineffectively assertive
- Prefer one-on-one communication
- Have difficulty managing others
- Tend to be instructive

[ High ]

### Very skilled at Influencing

- Are effectively assertive
- Have a confident demeanor
- Are optimistic
- Inspire others

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## >> Using Emotion to Change People's Lives



Oprah Winfrey

“Our mission statement ... to use television to transform people's lives, to make viewers see themselves differently and to bring happiness and a sense of fulfillment into every home.”

EISA

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## >> Influencing



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## >> Develop Better Leaders



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## >>

### The Leadership & Organization Development Journal

Emotional intelligence of leaders: a profile of top executives

Steven J. Stein  
Derek Mann  
Peter Papadogiannis  
Wendy Gordon  
© 2010



The Leadership & Organization Development Journal, Inc. 30 No. 1, 2010.  
© Emerald Group Publishing Limited, 2010.

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## >> The Study

186 CEO's from YPO and IA

Completed :

- > EQ-i
- > Company financial information
- > Perception of Business Challenges Questionnaire

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## >> The Results

# 1

CEO's scored higher in 8 of 15 EQ scales than the general public.

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## >> The Results

Companies were divided into High Profit and Lower Profit

High profit company CEO's had higher:

Empathy  
Problem solving      Reality testing  
Self-regard

# 2

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>> The Results

3

We could correctly predict a CEO's profitability category of 87% of the time based upon EQ-i score.



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>> The Results

Higher EQ CEO's reported being less challenged by:

- Managing growth
- Managing people
- Training employees
- Employee retention

4



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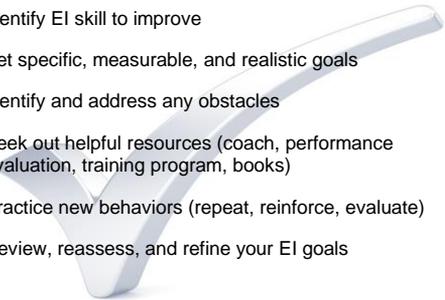
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>> Six Steps for Improving EI

1. Identify EI skill to improve
2. Set specific, measurable, and realistic goals
3. Identify and address any obstacles
4. Seek out helpful resources (coach, performance evaluation, training program, books)
5. Practice new behaviors (repeat, reinforce, evaluate)
6. Review, reassess, and refine your EI goals



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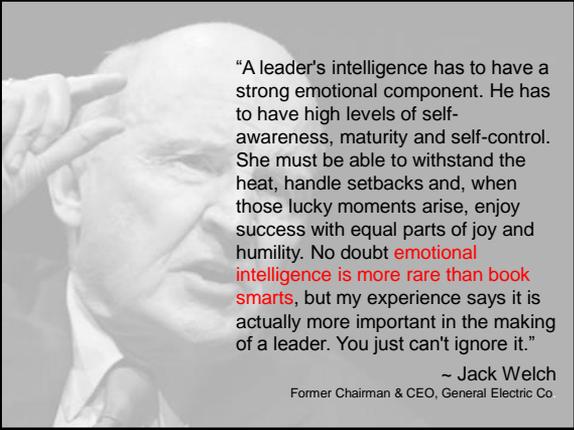
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"A leader's intelligence has to have a strong emotional component. He has to have high levels of self-awareness, maturity and self-control. She must be able to withstand the heat, handle setbacks and, when those lucky moments arise, enjoy success with equal parts of joy and humility. No doubt **emotional intelligence is more rare than book smarts**, but my experience says it is actually more important in the making of a leader. You just can't ignore it."

~ Jack Welch  
Former Chairman & CEO, General Electric Co

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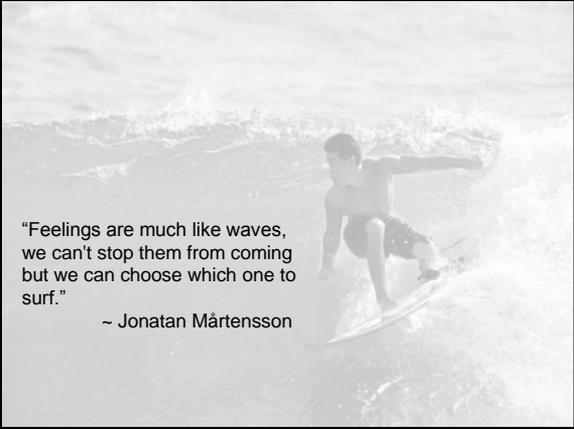
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"Feelings are much like waves, we can't stop them from coming but we can choose which one to surf."

~ Jonatan Mårtensson

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