

# PERSOŇĀL

Časopis určený pro rozvoj lidských zdrojů ve firmách a společnostech.

## Certifikované školení řidičů "referentů"



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## Tři setkání s koučkinkem

Listopadové Klubové setkání Klubu personalistů ČR, o.s., bylo zaměřeno na využití koučování při budování týmů a na týmovou spolupráci v podnikové praxi...

## Jak motivovat zaměstnance ve společnostech



## 4 Questions for an Emotionally Intelligent Leader

Although I come from Czech parentage, being brought up in England, I quickly learned that emotions should be expressed in a controlled way. In the world of business, I dismissed the role of emotions at first, and concluded that the biggest mistakes and regrets come from being too emotional. With this view I effectively 'threw the baby out with the bath water' in terms of my own personal development for a while! Now, after more than ten years of exploring and developing Emotional Intelligence (EI) both personally and in my leadership development work with major organisations, I can see why this is not so.



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For a manager, emotions are not just important, but critical in order to make good decisions, effectively solve problems and successfully lead change. This does not mean we suddenly need to become wildly expressive and effusive, shouting with excitement or hammering our fist on the table. Rather,

working with emotional awareness allows us to tap into an extra field of resource to inform our rational/intelligent work as a manager.

Time and again I have met seemingly 'successful' leaders who display very little emotional awareness. Their organisations continue to grow and remain profitable, yet when you look beneath the surface, the relationships with their colleagues and customers are often strained, staff turnover is high and they seem to have work harder and longer than other teams to get things done. This always raises the question as to how much more successful they could be?

By appreciating the role that emotions play at every level of working with and leading people, we can begin to build emotional leadership and reap the rewards of increased productivity, employee engagement and retention. Research backs up this view with Rosete & Ciarrochi's 2004 study showing that leaders with higher EI were rated as more effective by staff, and achieved better business outcomes.

According to John Mayer and Peter Salovey, the widely-acknowledged founding fathers of EI, there are 4 emotional abilities that we can develop in order to build emotional leadership:

1. **Identifying** Emotions: the

ability to recognise and tune in to emotions in ourselves and others.

2. **Using** Emotions: the ability to influence thought using emotions, by getting in the right mood.

3. **Understanding** Emotions: being able to predict the emotional future and recognise and underlying set of rules that govern how emotions change.

4. **Managing** Emotions: being able to stay open to emotions and use the information they provide to help us decide what to do.

Although these are distinct abilities that build on each other, it is by integrating an inter-related version of all of them into our daily work as a manager and leader that we can begin to see immediate positive results.

Let's take an example of a typical cross-functional meeting in an organisation and see how this works:

As usual, your team has a busy agenda which includes agreeing some minor changes to a final proposal for a new client who will make a long-term decision to work with you if it meets their requirements. The team discusses these changes and agrees to them,

leaving you to move on to the next agenda item which will easily take up the rest of the allotted meeting time. Although everyone agrees, something inside you tells you that the proposal is still not quite right. You consider letting this feeling go and moving on, and as you pause for a few moments to think, one of your team speak up to question whether the changes will affect the overall perception of quality by the client and so reduce the proposal's chances of success. Everyone begins to look thoughtful and immediately engaged by this question. But you feel resistant to revisiting the discussion as you are feeling time pressure in the meeting. Nonetheless, you open up the discussion again, allow others to input their thoughts and soon have a new consensus in the room that the changes need to be reconsidered, and that it will be worth consulting the client again to clarify some of their key criteria before sending them the final proposal.

So, how did the four abilities present themselves in this process? Firstly, what held you back from moving on with the discussion were subtle signs of uneasiness both on the faces of people around you and inside yourself. You felt a discomfort inside you and paused to examine it. Then you see the team engage quickly when a new question was raised (rather than reflecting your own impatience and feeling of time pressure). Secondly, we can see the influence of the feeling of uneasiness on our thinking: to focus our minds on a new problem and begin an enquiry into what would need to be done differently. Thirdly, your understanding of emotions told you that there was an underlying reason behind why everyone reacted quickly to the question rather than being impatient to move on as usual. This revealed a real potential issue.

Lastly there is recognition that emotions contain valuable data and that we need to stay open to them and integrate them into our thinking. It would only 'be human' to ignore these feelings and throw caution to the wind with the last details as you rush on... but so frustrating to lose out on the opportunity after so much work to get to final proposal stage.

So by working with emotional awareness, you have enabled new information to redirect attention, see what is going on and uncover a serious potential problem that could have cost your business. In exercising the usual functions of a manager such as planning, facilitating discussion and decision making you have lead others to a better outcome through a focus on emotion that enables you to face up to change and conflict in a more effective way.

So, how can you begin to bring this emotional awareness into your daily interactions and priorities as a leader?

Well how about starting with a few questions to give you pause for emotional reflection:

1. What am I and others feeling about this?
2. How do I want us all to feel?
3. What is behind this feeling and how might it change?
4. What can we do to keep or change these feelings?

I would love to know about your results in practicing this approach, so feel free to contact me and let me know your experiences. Over the next four articles I will be returning to each of the abilities in greater depth to examine strategies ideas for how to develop them in your role as a leader.

Daniel Stane is founding director of EmotionalAcumen, a leading London-based consultancy focused on developing people managers in their ability to lead effectively with emotional intelligence. For more information please visit

[www.emotionalacumen.com](http://www.emotionalacumen.com)

