

Emotional Intelligence for Innovative Leadership

SESSION 1 MANUAL

Emotional Intelligence for Inclusive Leadership

This session focuses on Emotional Intelligence for Inclusive Leadership. Emotional intelligence (EQ) is about being in tune with our emotions and those of others and using that understanding to navigate our interactions and relationships.

It involves the capacity to recognise and regulate our own feelings, as well as being attuned to the emotions expressed by others.

Inclusion is an essential aspect of EQ for leadership as it promotes a positive and productive work environment. Inclusive leaders value and embrace diversity, which leads to improved decision-making, enhanced creativity and innovation, increased employee engagement and productivity, better talent acquisition and retention, and a positive organizational culture.

By practicing inclusive leadership, leaders can leverage the strengths of their diverse teams, create a sense of belonging, and foster success within the organisation.

Key Concepts

- Why is Emotional Intelligence in Leadership important?
- What is Emotional Intelligence in Leadership?
- How do we develop Emotional Intelligence in Leadership?
- What if we don't develop Emotional Intelligence in Leadership?





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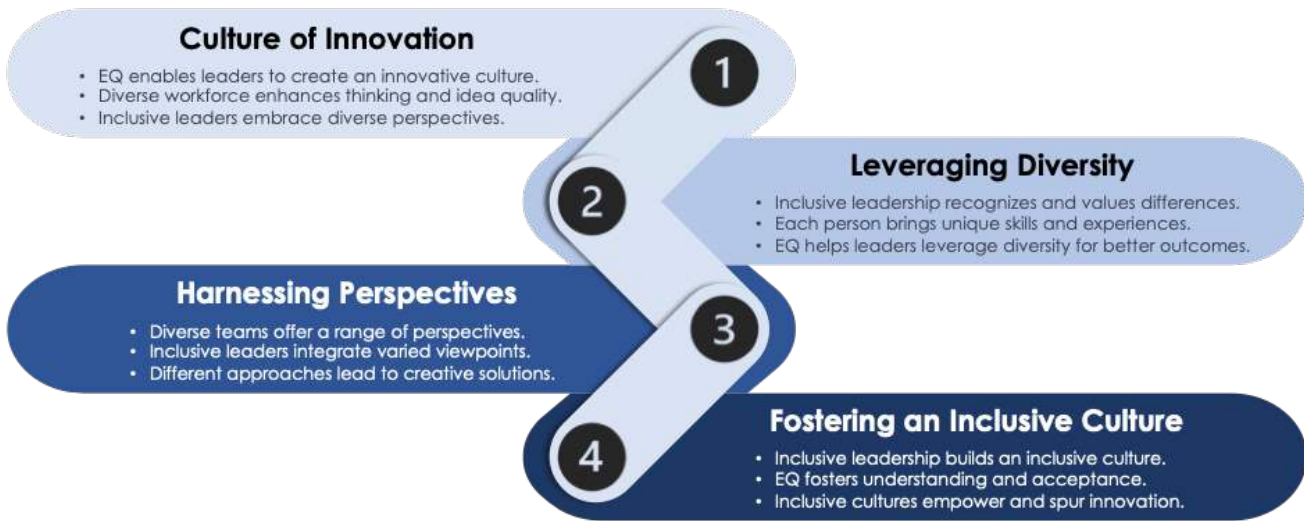
Why is EQ important for inclusive leadership?

For a leader to become inclusive they first need to become self-inclusive (aware of and accepting of all the parts of themselves). The starting point of the inclusion of self and others as a vehicle to harness diversity for innovation through an inclusive culture, is emotional intelligence.

This heightened self-awareness leads to stronger relationships through heightened empathy and more efficient and innovative work environment.

INCLUSIVE LEADERSHIP

FOSTERING INNOVATION THROUGH DIVERSITY



In your experience, who has demonstrated strong emotional intelligence in a leadership role? How does an emotionally intelligent leader do in terms of their behavior, communication, and actions?



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Why is it necessary to develop Emotional Intelligence in leadership in your organisation?

CHARACTERISTICS OF AN INCLUSIVE CULTURE



- How do self-inclusion and emotional intelligence foster inclusive leadership and drive innovation?
- How do different parts of yourself appear in different environments? How do they impact your behavior and interactions?
- Think of a time when understanding a stakeholder's perspective elevated how you innovated.



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What is EQ?

Emotional Intelligence (EQ) goes beyond traditional intelligence (IQ) and focuses on the emotional aspects of human functioning.

EQ encompasses several key components...

Emotional Intelligence Domains and Competencies			
SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control Adaptability Achievement orientation Positive outlook	Empathy Organisational awareness	Influence Coach and mentor Conflict Management Teamwork Inspirational leadership

Think of some examples of how the EI competencies show up in practice in the workplace and share them with your group. Is EI more nature or nurture?



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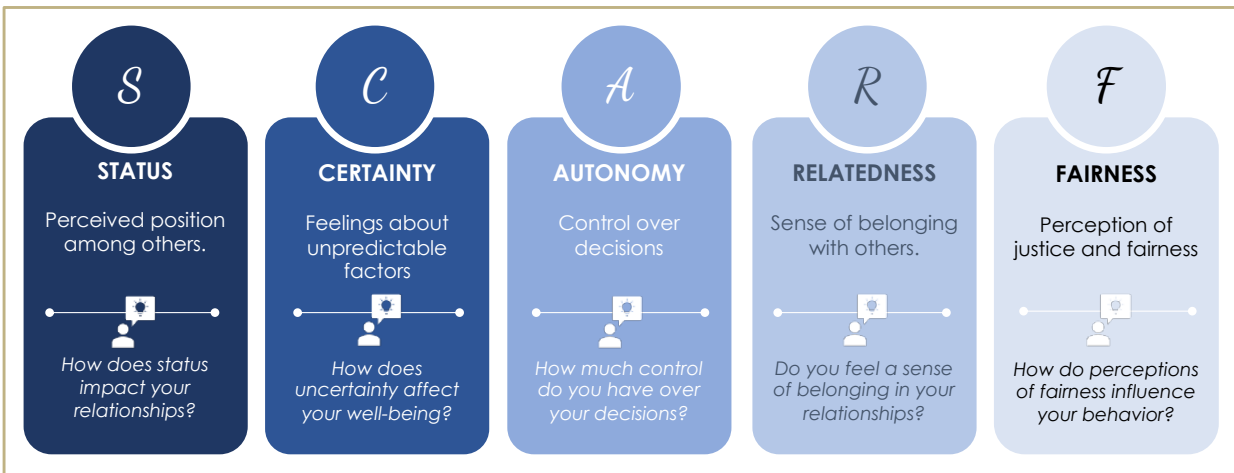
How do I develop my EQ?

How do our habits, beliefs and automatic behaviours impact our ability to innovate?

Once we realise that our assumptions, emotions, world views and paradigms influence our awareness and therefore how we interact with others – we are more empowered to become conscious or inclusive leaders.

We can use the SCARF model, formulated by David Rock, to develop greater self awareness. SCARF involves 5 domains of human social experience: Status, Certainty, Autonomy, Relatedness and Fairness.

SCARF MODEL	We can use the SCARF model, formulated by David Rock, to develop greater self awareness and become more conscious or inclusive leaders.
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Complete the table below with one short and one long term step that YOU can take to develop in each area of SCARF.

Include a strategy for how you will keep yourself on track with developing these.

	Short Term Commitments	Long Term Commitments
<p><i>STATUS</i></p> <p>How does your status influence your interactions and dynamics with others? How inclusive are you? How can you improve it?</p>		
<p><i>CERTAINTY</i></p> <p>How does uncertainty impact your ability to make decisions and take action? How can you improve this?</p>		
<p><i>AUTONOMY</i></p> <p>How can you increase your sense of control and empowerment in decision-making processes?</p>		
<p><i>RELATEDNESS</i></p> <p>What steps can you take to enhance your sense of connection and belonging in your relationships?</p>		
<p><i>FAIRNESS</i></p> <p>How can you ensure fairness and justice in your interactions with others and within your personal and professional life?</p>		



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What if I don't develop my EQ as a leader?

Research suggests that there is a strong link between emotional intelligence (or lack thereof) and susceptibility to disease. The cycle goes like this: stress, anxiety and depression suppress the immune system and create a greater vulnerability to all kinds of health problems: from cold or flu to cancer.

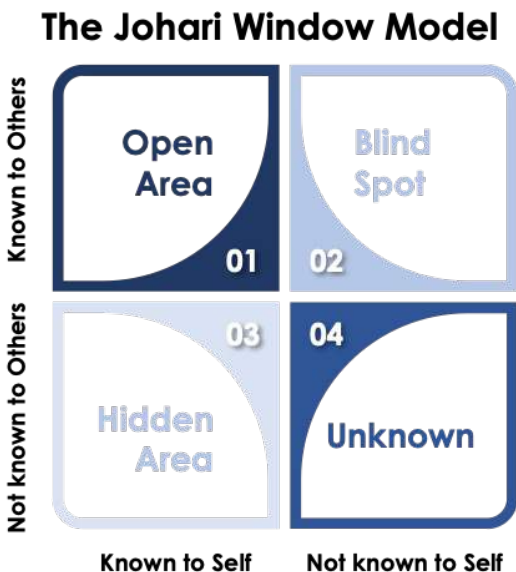
In terms of business, if organisations fail to develop their employees' EQ, some or all of the following consequences occur:

- Poor communication and misunderstandings
- Low employee engagement and motivation
- Increased conflicts and tension
- Decreased morale and job satisfaction
- Ineffective leadership and decreased trust
- Reduced innovation and creativity
- Negative customer interactions and reputation impact
- Missed opportunities for personal and professional growth across the board

One way that individuals and organisations mitigate the risk of not developing sufficient EQ is to use the Johari Window Model to improve upon self-awareness within a group. The model is used to gain insights about oneself and learning from others via their feedback.

The four areas are:

- **Open Area:** this an aspect that is known to oneself and to others
- **Blind Spot:** that others can observe, but not oneself
- **Hidden Area:** known to self but not seen by others
- **Unknown:** not observed or known by self or others





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Starting with a self-assessment and then asking 3 colleagues of your choice, complete the Johari Window task. Be ready to share insights if you are having an in-person workshop.

Step 1: Self-Assessment

Using the following list choose 5 words that best describe yourself. Be objective and honest.

Able	Extroverted	Mature	Self-assertive
Accepting	Friendly	Modest	Self-conscious
Adaptable	Giving	Nervous	Sensible
Bold	Happy	Observant	Sentimental
Brave	Helpful	Organized	Shy
Calm	Idealistic	Patient	Silly
Caring	Independent	Powerful	Smart
Cheerful	Ingenious	Proud	Spontaneous
Clever	Intelligent	Quiet	Sympathetic
Complex	Introverted	Reflective	Tense
Confident	Kind	Relaxed	Trustworthy
Dependable	Knowledgeable	Religious	Warm
Dignified	Logical	Responsive	Wise
Energetic	Loving	Searching	Witty

Words I'd use to describe myself:

- 1.
- 2.
- 3.
- 4.
- 5.



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Step 2: Peer-Assessment

Once you have finished your own self-assessment, ask three others to evaluate you. Ask them to choose only 5 adjectives and to be both honest and objective.

Able	Extroverted	Mature	Self-assertive
Accepting	Friendly	Modest	Self-conscious
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Step 3: Complete the Johari Window

Once you have finished your own self-assessment, and asked three others to evaluate you, complete the Johari Window Panes:

1. Where a word appears on both lists (*self-assessment and peer-assessment*), place it in the Open Area Quadrant.
2. When a word appears on the peer-assessment list, but not on the self-assessment, put it in the Blind Spots quadrant.
3. If a word appears on the self-assessment list, but not on the peer assessment, place it in the Hidden Area Quadrant.
4. Any word that appeared on *neither list* can go in the Unknown Quadrant.

