

**GRASS
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2017

**Emotional Intelligence:
The Key Success Factor**
March 9, 2017

Presentation by David Moriah on behalf of
the American Management Association

an **AIA** leadership event

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Why Do Smart People Fail?

*Some very **intelligent** people walk
blindly through the realms of human **emotion**
and interaction, stumbling along a path of
reason without sensitivity, mind without heart.*

—Cooper and Sawaf

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Emotional Intelligence

The ability to sense, understand, and effectively apply the power
and acumen of emotions as a source of human energy,
information, connection, and influence.

—Cooper and Sawaf

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Why Do Smart Leaders Fail?

Leadership Is a State of Mind

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Intellectual capability (IQ), knowledge, and technical expertise are threshold competencies.

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- Only 10–20% of the competencies that distinguish outstanding leaders are cognitive or intellectual abilities.
- Only one cognitive ability differentiated outstanding leaders, and that was pattern recognition.

Leadership Is a Matter of the Heart

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Emotional Intelligence (EQ) is the differentiating factor in success.

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- 90% of the difference between outstanding and average leaders was linked to Emotional Intelligence.
- Emotional Intelligence is two times as important as IQ and technical expertise combined.
- Emotional Intelligence is four times as important to overall success.

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Elements of Emotional Intelligence (EI)

- Self-awareness
- Self-management
- Awareness of others
- Relationship management



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An Amygdala Hijacking

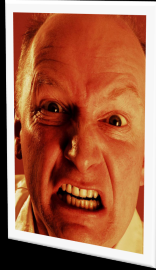
- It is sudden.
- Strong emotions are involved.
- Afterward you feel guilty or embarrassed.

Hence, the amygdala acts as an emotional tripwire, setting off an automatic chain of events that places stress on our bodies. These events, precognitive emotions, are not fully sorted and interpreted by our thinking brain.

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Managing Your Emotional Impulses

- Watch yourself.
- Notice signals and triggers.
- Find a method to short-circuit the hijack.
- Choose to respond, rather than react.



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Emotional Intelligence Profile

- Unlike a test, it is a unique, individual journey.
- It helps you discover the facets that make up your personal emotional intelligence and its relationship to your performance and success.
- It plots the various twists and turns that symbolize your life events, unique strengths, work passions, and challenges.



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Developing Emotional Intelligence

To develop emotional intelligence, we must engage our heads and our hearts:

- We have to really, truly want to change.
- The changes we seek must be linked to our dreams for the future, our passion for life, our values, and our beliefs.
- We need to see a vision of a future "self" and know how that vision is different from our current state.



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Now It's Up to You!

In order to develop greater Emotional Intelligence, you need:

- Intentionality
- Practice
- Feedback



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Resources

- Coursework through the American Management Association, amanet.org
- "Emotional Intelligence" and "Primal Leadership" - Daniel Goleman
- "Executive EQ: Emotional Intelligence in the Workplace" – Cooper and Saywaf
- "Emotional Intelligence 2.0" – Bradberry, Greaves, and Lencioni
- Essisystems.com – Provider of the "EQ Map", San Francisco



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Bringing It Home

Table Talk:

- Where do you see opportunities in your work environment or in your communities to incorporate emotional intelligence learning and development?
- What benefits would come from greater EI at work and in your communities?
- What will it take to make it happen?



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