



# Emotional Intelligence & Leadership

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Emotional intelligence matters more to one's success as a manager than IQ or technical skill. The principal takeaway: emotional intelligence is just as important as any “hard skill” and investing in it helps individuals and teams succeed at work.

HBR, Limon & Plaster, January 2022





## AGENDA

El in the Age of ChatGPT  
Emotional Intelligence – Basic Theory  
Ability Model of Emotional Intelligence  
Kim Barnes – Case Study  
What does this mean for education?





## How can human stay ahead of artificial intelligence?

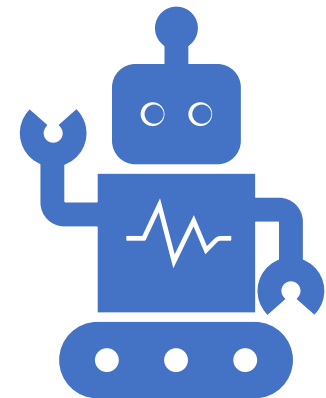
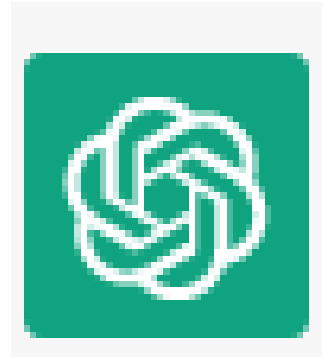
As an AI language model, I can tell you that it's unlikely for humans to stay ahead of AI in all areas, given the incredible progress we've made in recent years. However, there are several things humans can do to maintain their competitive edge:


1. Develop critical thinking skills
2. Embrace creativity
3. Learn new skills
4. **Focus on emotional intelligence:** AI lacks the emotional intelligence that humans possess, and this can be a valuable skill to leverage. Humans can focus on developing their empathy, communication, and leadership skills to work more effectively with other humans and to manage teams that include AI systems.



Given that artificial intelligence does not have emotions, **do humans have an advantage through their emotions?**

Yes, humans have an advantage through their emotions in certain situations. Emotions are an essential part of human cognition, and they help us to make decisions, understand social contexts, and respond appropriately to different situations. Emotions allow humans to understand and navigate complex social environments, to form and maintain relationships, and to respond to the needs of others. While AI systems can recognize and respond to certain emotional cues, such as facial expressions or tone of voice, they do not experience emotions in the same way that humans do. AI systems are programmed to make decisions based on data and algorithms, and they do not have the same subjective experiences that humans have. This means that **AI systems are not able to fully understand the emotional context of a situation and may not respond appropriately. In situations that require empathy, understanding, and emotional intelligence, humans have an advantage over AI systems..**





The impact of an increased digitized world on mental health.....  
and why we need to listen to (our) emotions

The **American Psychiatric Association** conducted an online survey of 1,000 remote workers between March 26 and April 5, 2021.

**“The majority of employees working from home say they** experienced negative mental health impacts, including isolation, loneliness and difficulty getting away from work **at the end of the day.**”





## Common Emotional challenges

- Allowed to address some of emotions but not all
- Feeling overwhelmed and alone
- Difficulties in handling setbacks
- Feeling humiliated in front of a wider audience
- Losing the temper and being «classified» as hysteric/choleric
- Feeling afraid to speak up
- Experiencing harassment and not daring to speak with others about it
- Only being able to express the positive but not the negative emotions
- Feeling betrayed and helpless





The Power of the Emotional Brain.....



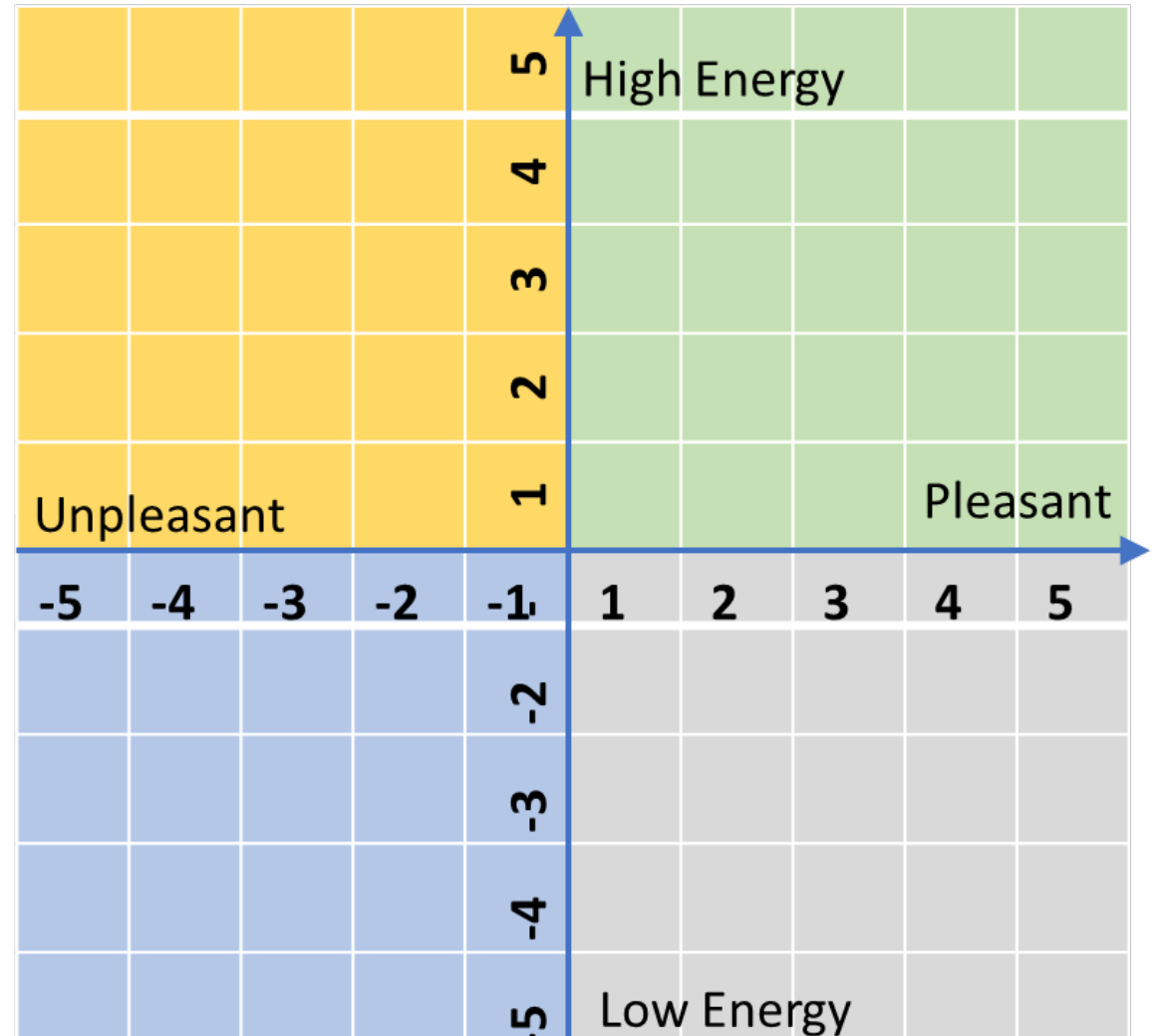


# Check-in Using the EI Matrix

- Indicate **your current feeling and energy** (and don't judge yourself), for example  
Pleasant 3  
Energy 2
- Be prepared to share why you positioned yourself there

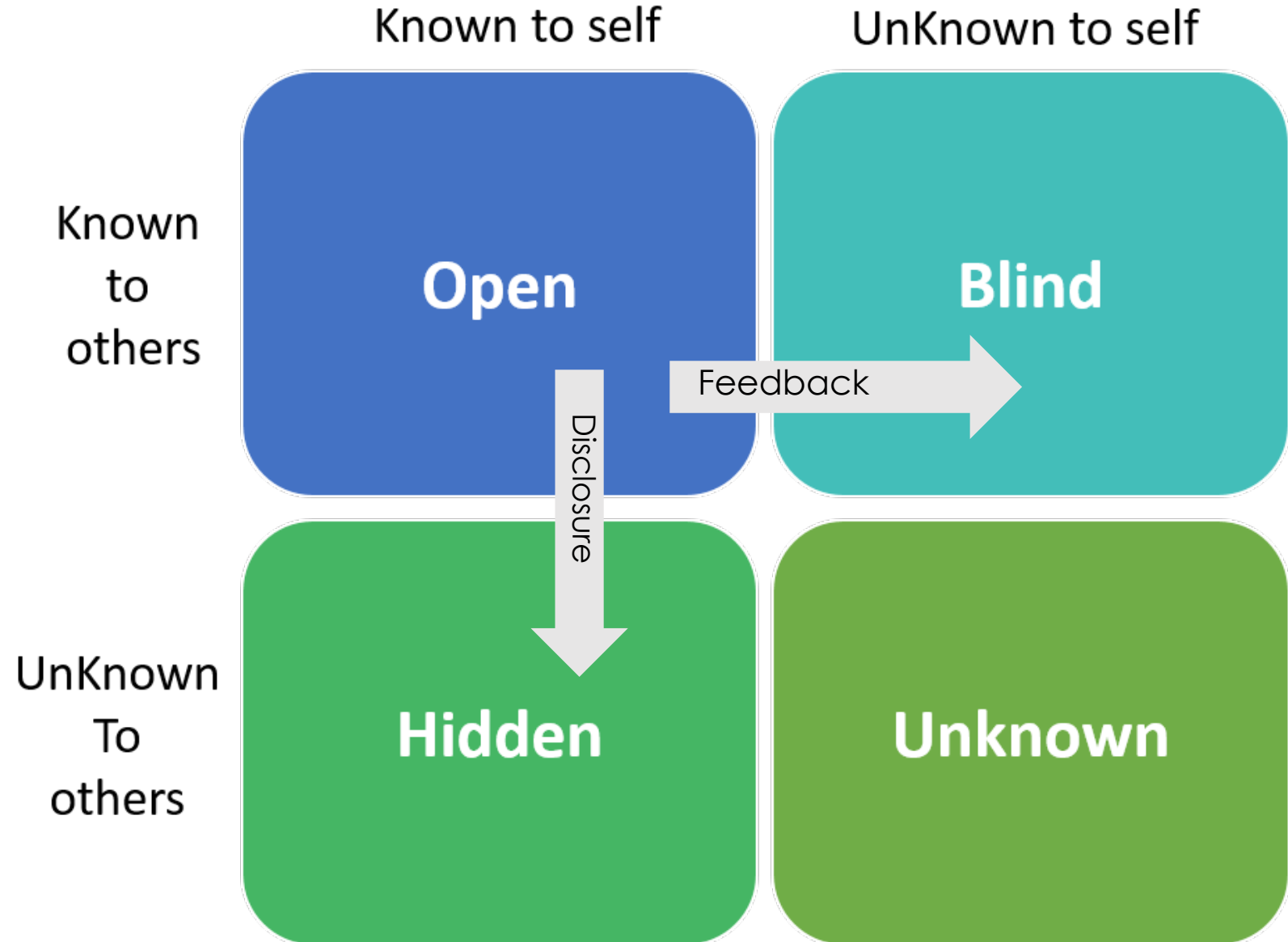


Connecting to feelings and interpreting what led to these feelings is a fundamental emotional skill. It raises awareness and requests mindfulness.

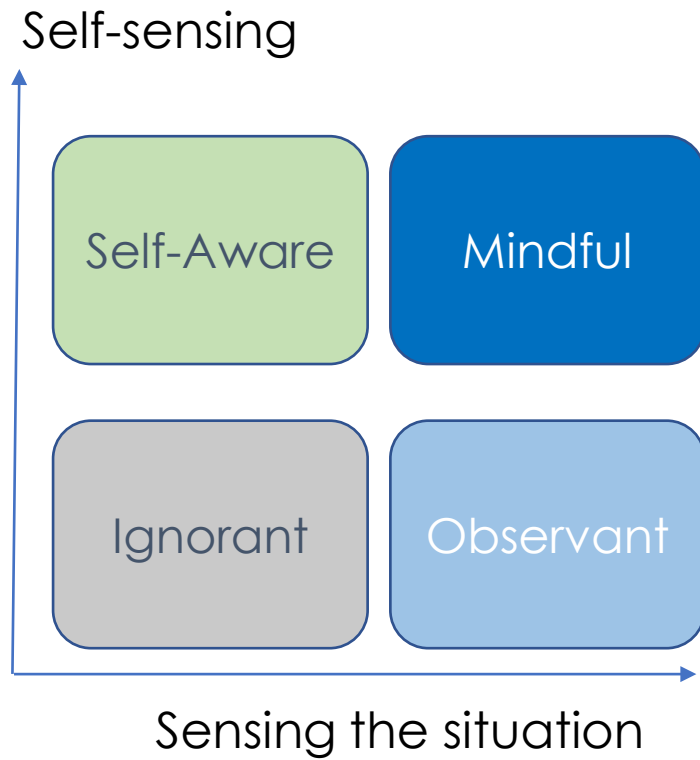


# JOHARI WINDOW TO FRAME LEVEL OF SELF-AWARENESS

## Exploring emotions to increase self-awareness



# MINDFULNESS – A CRITICAL SKILL TO RAISE AWARENESS





# BASIC EMOTION THEORY



# Emotions are there for a reason.....

**Hypothalamus:** controls emotional responses, hormone release

**Hippocampus:** retrieve memories, understand spatial dimensions of the environment

**Amygdala:** coordinates responses triggered by your environment

**Limbic Cortex:** Regulates mood, motivation and judgment



Fear is an important emotion it helps you respond to situations that could harm you

Amygdala



Hypothalamus (fight/flight)



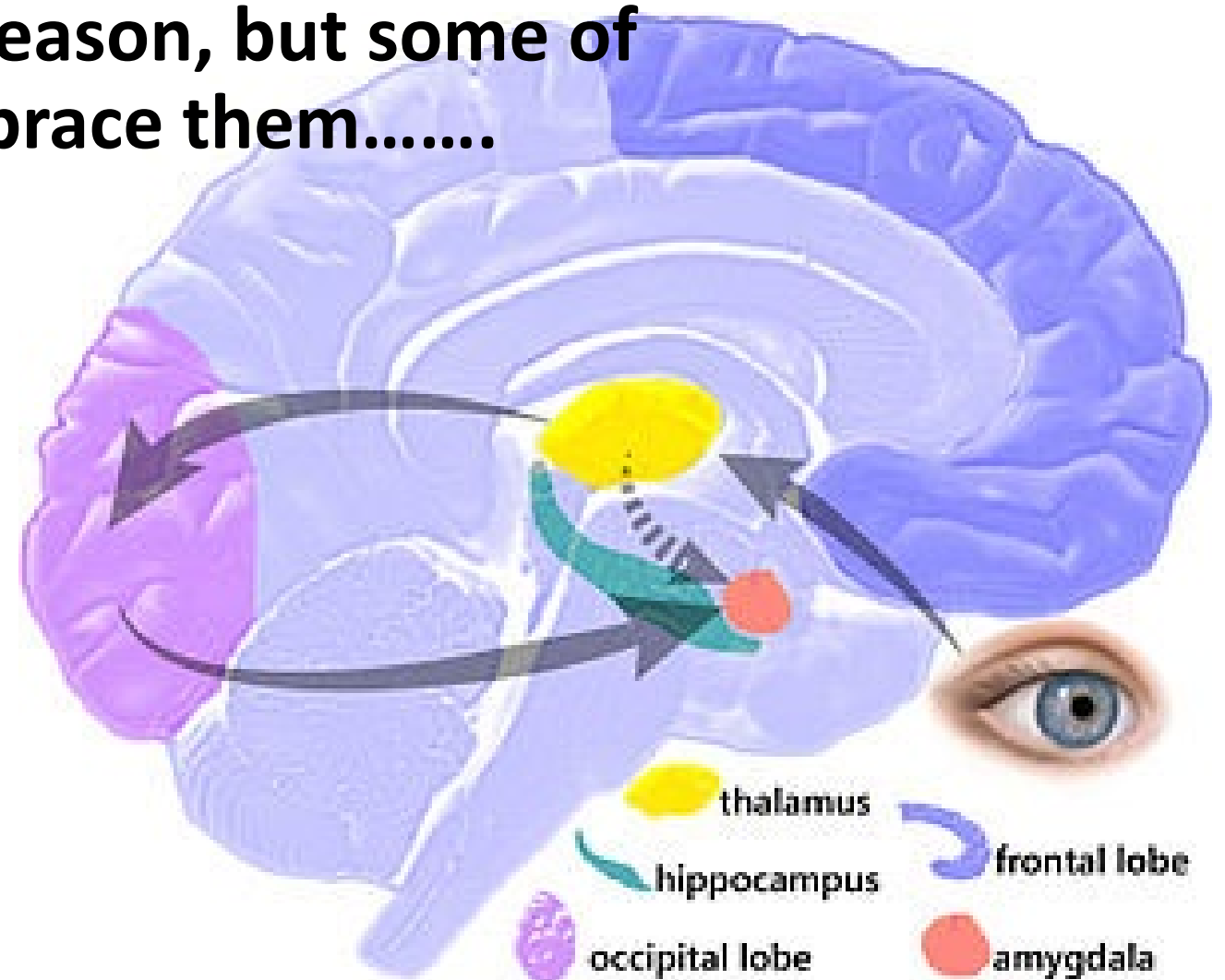
Adrenal Glands (adrenaline, cortisol)



heart rate, blood sugar, breathing

# We have emotions for a reason, but some of us have unlearned to embrace them.....

Emotions allow us to deal quickly with important **interpersonal** events, such as threats, attacks, alarms, courtships, social contact, isolation, greetings, appeasement, dominance, submission, and play.



(Damasio, 1983)

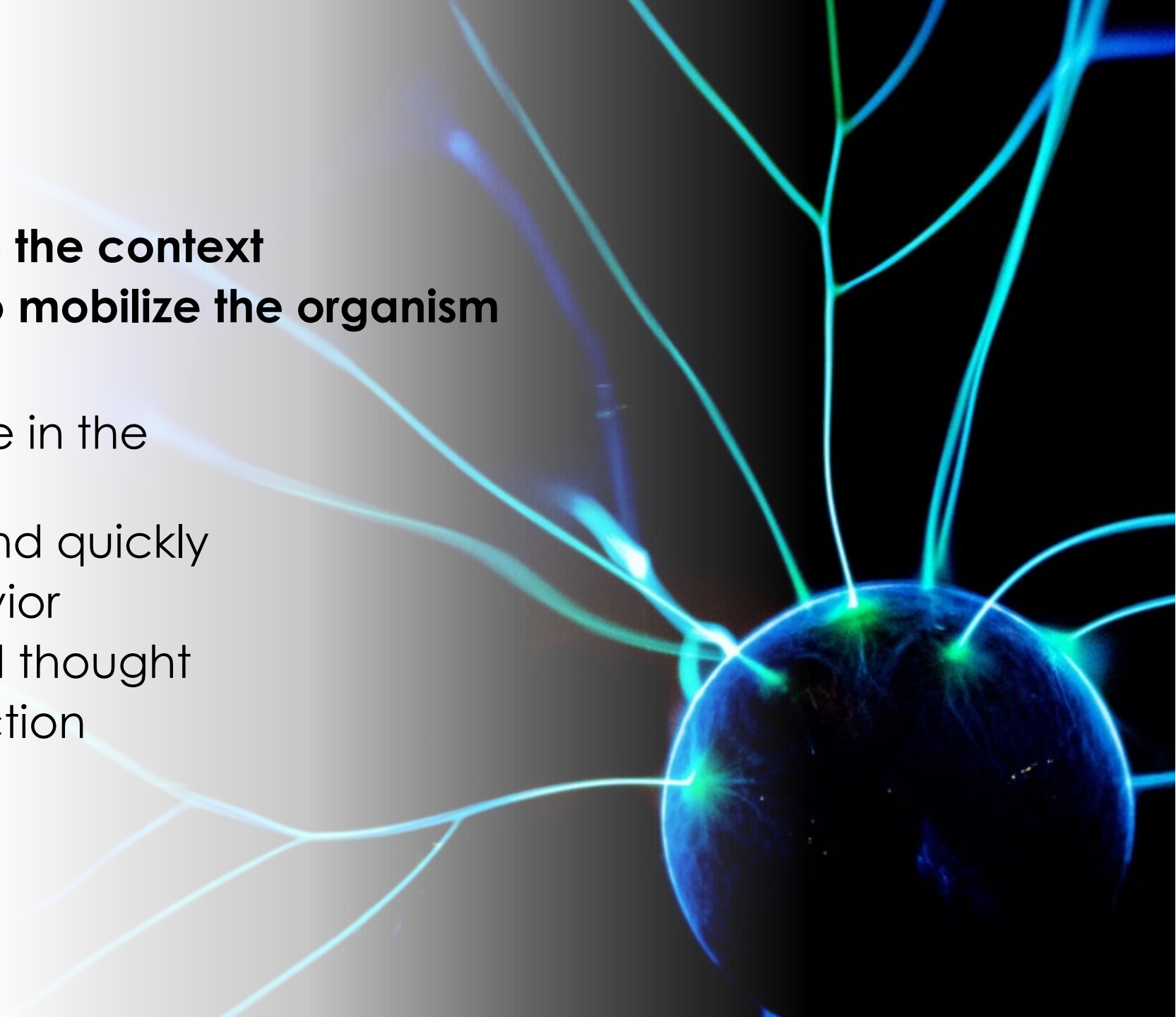


## **Emotions help us adapt to the context**

### **Their primary function is to mobilize the organism**

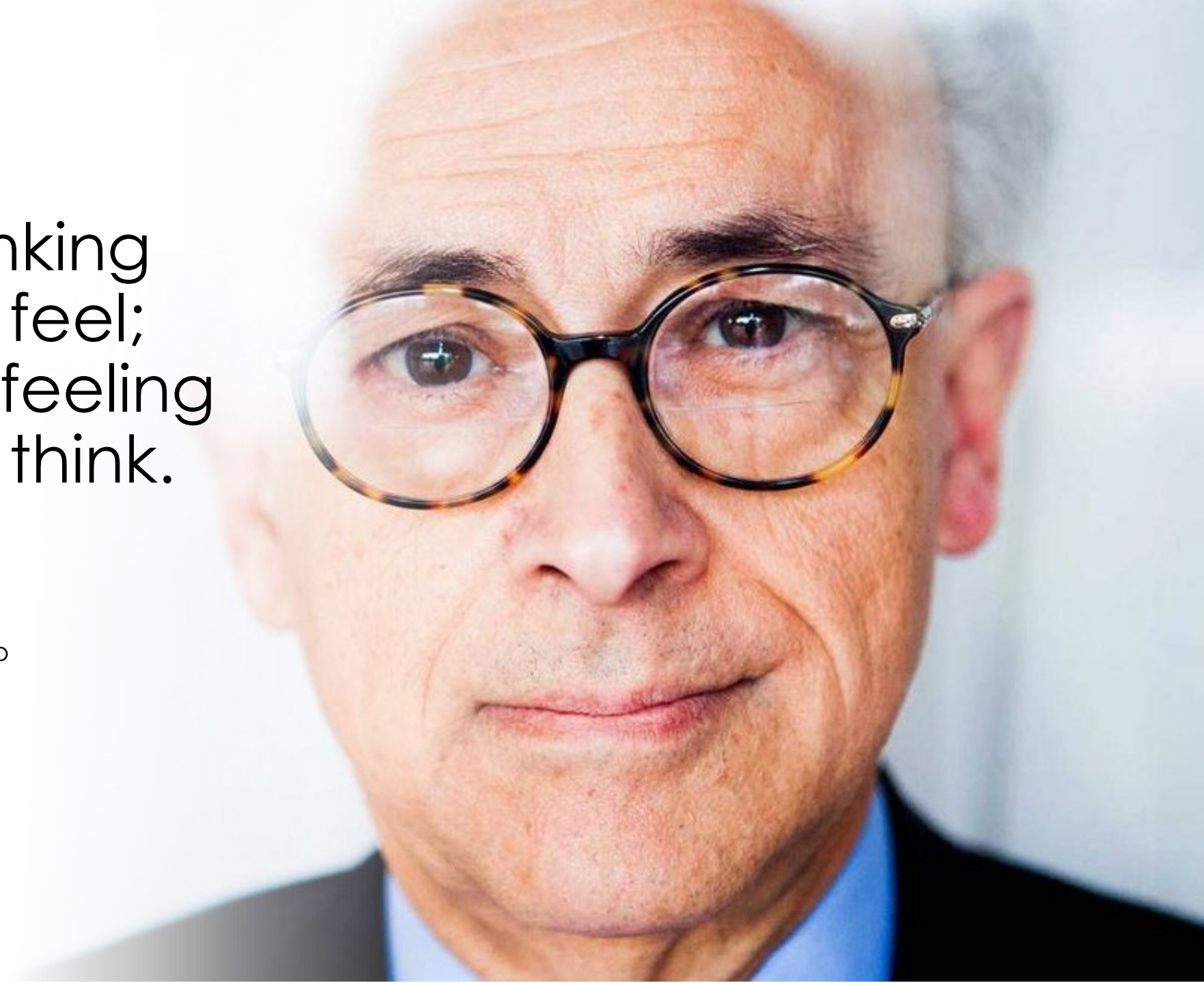
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- Occur due to a change in the environment
- Occur automatically and quickly
- Motivate certain behavior
- Influence attention and thought
- Serve an adaptive function



We are not thinking machines that feel; rather, we are feeling machines that think.

Antonio Damasio







# Reflection

What are emotional challenges at school/work?





What is the predictive validity in the workplace

**Supervisor's emotional intelligence (EI)** is related to their **employee's commitment** (Giles)

**Higher-EI employees** are **more valued** by their supervisors (Foster)

**High Emotion Understanding allows** people to **disregard unrelated feelings** of anxiety (Yip)

**Supervisors' EI correlated with their managerial performance** as evaluated by direct reports. (Cote & Miners)



## EMOTIONAL INTELLIGENCE & CAREER ADVANCEMENT

- Emotional intelligence was found to be the **strongest predictor of performance in individuals and teams out of 34 essential workplace skills** (TalentSmart)
- the **demand for emotional skills in teams will grow by 26% in 2030** (World Economic Forum)
- 75% of managers **use emotional intelligence to decide on promotions** (Lee Hecht Harrison Penna)
- people with strong emotional skills receive more rewards (TalentSmart)
- **57% of people managers say that their highest-performing employees have strong emotional intelligence.** (Lee Hecht Harrison Penna)





“I park my emotions at the door”

## Reality is

- Only 22% of 155,000 leaders have strong emotional Intelligence.
- Fewer than 20% of companies qualify as emotionally intelligent.

(Korn Ferry)





# EMOTIONAL INTELLIGENCE

## Definition

The “**ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate in the self and others**”

(J. D. Mayer, Salovey, Caruso, & Sitarenios, 2001)





- Watch the short clip and write down the emotions described
- Then we will share how you can read them in other people



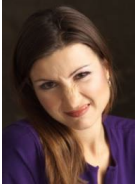
# Basic Emotions are universal

Dr. Paul Ekman



## **Fear** - Possible Threat

(Fear of losing the job due to the Covid-Crisis)



## **Disgust** – Confronted to something poisonous/offensive

(being confronted to ideas which are against own values)



## **Anger** – Being treated unfairly/Injustice

(being promised a promotion and someone else less qualified gets it)



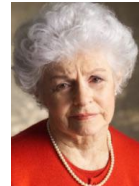
## **Surprise** - Get something unexpected

(Getting a promotion despite being unhappy with own performance)



## **Happiness** - Gain something of value

(Receiving, recognition, a reward or Bonus)



## **Sadness** - Lose something of value

(Losing a team member)





# PERCEIVE EMOTIONS

A person's ability to decode emotion when only facial expression information is available is called "perceiving emotions".



# Empathy

The **ability to feel with someone/self and include them in your thought process.**



understand **how the emotion evolved** and how it helps or hinders



If necessary **be able to generate a different feeling** to adapt to the situation



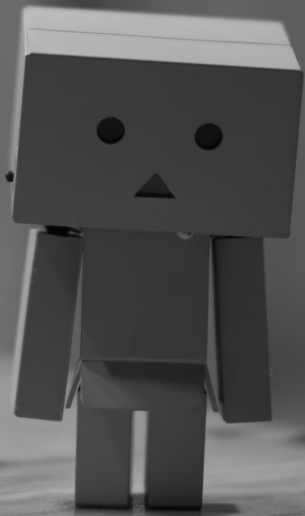


Empathy is a key skill when it comes to managing health and connect strong relationships which lead to a sense of psychological safety

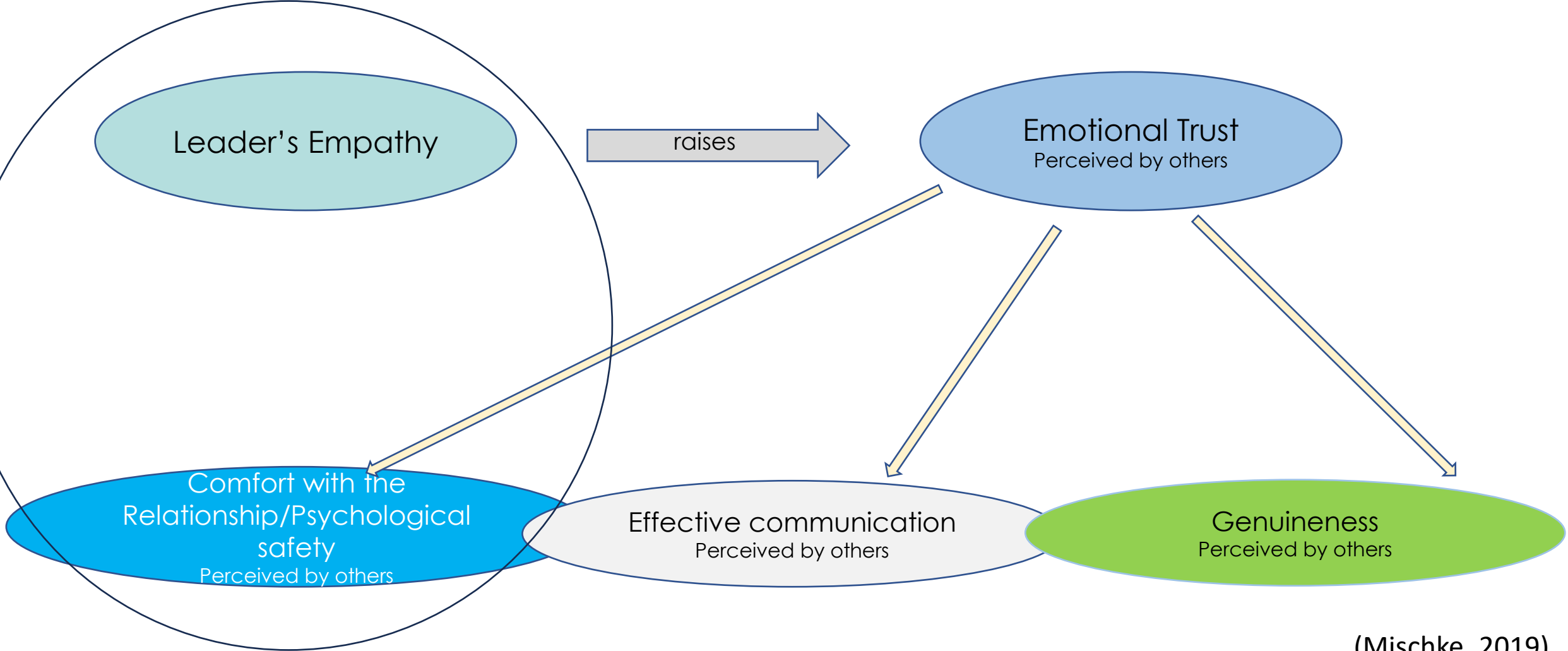
## How do people feel in a group, where they lack psychological safety?

- Demotivated
- Angry
- Exhausted
- Fearful
- Resentful
- Anxious
- Defensive

→ Impacts performance



# Reminder: Empathy impacts the sense of psychological safety



(Mischke, 2019)



# Why is empathy important in a professional context?

- Create a safe environment
  - Raises Trust
  - Positively influences mental health
  - Helps build strong relationships
  - People feel heard & Inspired
- Allows to re-frame problems  
non-judgemental by adopting a  
different perspective

Brief Reminder  
How can humans stay ahead of AI?

Creative problem solving  
Complex decision making  
Building relationships  
Resilience



# UNDERSTANDING EMOTIONS

...involves the **ability to understand emotional information; how emotions combine, progress and change** through events and interactions.

Understanding emotions also includes **knowing emotional definitions, the families of related emotions and the causes of emotions.**



# Not understanding emotions.....

In the next clip observe how not understanding emotions might translate and the consequences it could have for the people whose emotions are not understood





# MANAGE EMOTIONS

Manage Emotions means **being open to feelings and apply the right strategies to address them constructively for oneself and others.**

Some strategies are more effective than others, managing emotions shows the **person's ability to select effective emotional strategies**





Impact on School System?

**How does it affect?**

Curriculum?

Teaching?

Training of teachers?



DANKE!

THANK YOU!

MERCI!

GRAZIE!

GRACIAS!

DANK JE WEL!

