

# The Emotionally Effective Leader *Health Education England*

## Kate Read & Rebecca Winchester



Developing people  
for health and  
healthcare

[www.hee.nhs.uk](http://www.hee.nhs.uk)

# Introductions

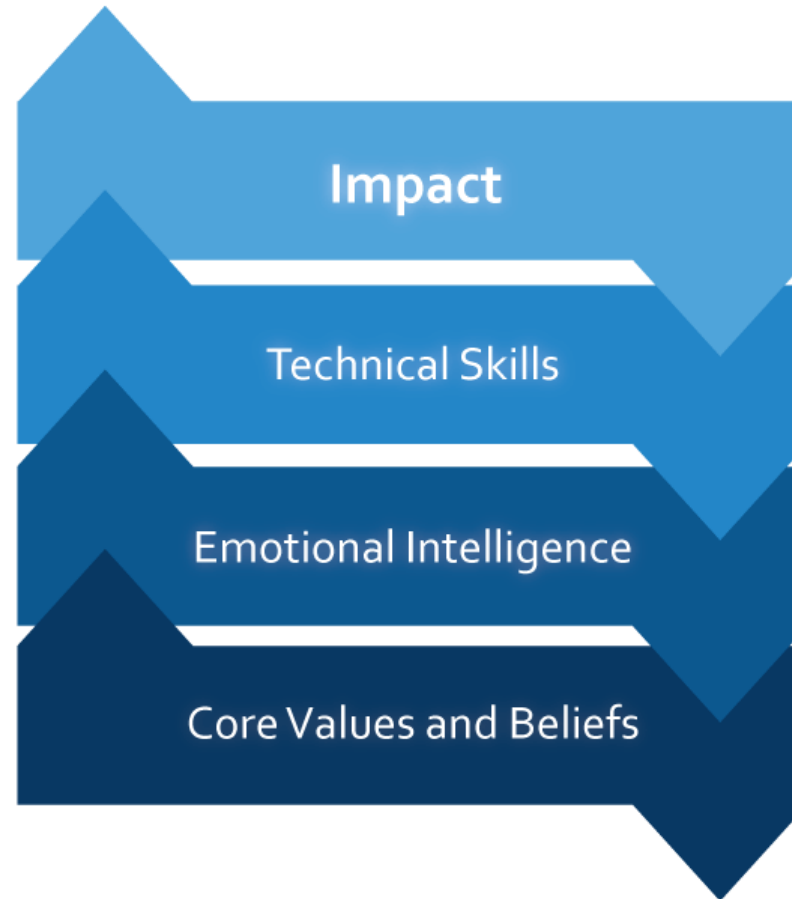
# **hello** my name is...  
A simple green smiley face consisting of a curved line for a mouth and a small dot for a nose.

# Objectives

- Understand more about your personal view on leadership
- Explore emotional intelligence as it relates to leadership
- Receive your personalized EQ-i 2.0 Leadership Report
- Identify areas for EI development and related activities

# Leadership Effectiveness

# Leadership Effectiveness Framework



# Mental Models

**“Mental models are deeply held internal images of how the world works, images that limits to familiar ways of thinking and acting.**

**Very often, we are not consciously aware of our mental models or the effects they have on our behaviour”**

**Pillow**

**Night**

**Blanket**

**Pyjamas**

**Snooze**

**Slumber**


**Dream**

**Bed**

**Quiet**

**Nap**

**Write down as many  
words as you can  
remember...**

A solid orange horizontal bar at the bottom of the slide, with a decorative white shape on the right side.



**Pillow**

**Night**

**Blanket**

**Pyjamas**

**Snooze**

**Slumber**

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**Bed**

**Quiet**

**Nap**

# Leadership and Emotional Intelligence

# What Kind of leader do you want to be?



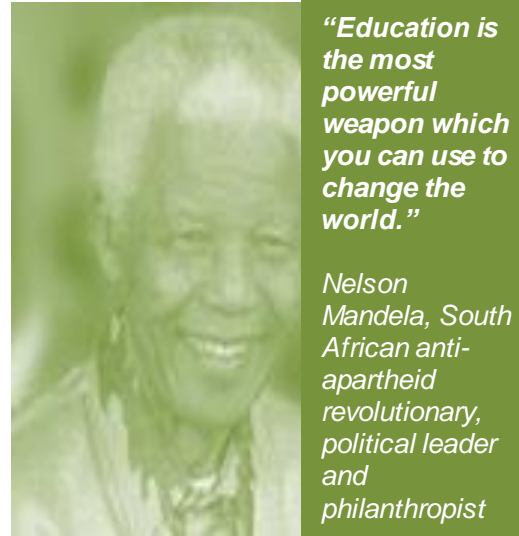
**"As we look ahead into the next century, leaders will be those who empower others."**

Bill Gates, former CEO of Microsoft.



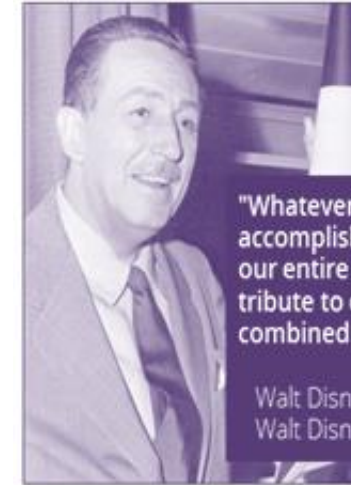
**"I have a dream."**

Martin Luther King Jr., Civil Rights Leader



**"Education is the most powerful weapon which you can use to change the world."**

Nelson Mandela, South African anti-apartheid revolutionary, political leader and philanthropist



**"Whatever we accomplish belongs to our entire group, a tribute to our combined effort."**

Walt Disney, founder, Walt Disney Company



**"I was taught that the way of progress was neither swift nor easy."**

Marie Curie, French-Polish Physicist



**"Treat people like family, and they will be loyal and give their all. "**

Arianna Huffington, founder Huffington Post



**"I would rather be a rebel than a slave."**

Emmeline Pankhurst, English Political Activist

# New thinking

**“Emotional Intelligence can be considered  
as a key player when unlocking human  
potential”**

**Forbes 2018**

# Emotional Intelligence

Inter-  
personal

Empathy

Self Motivation

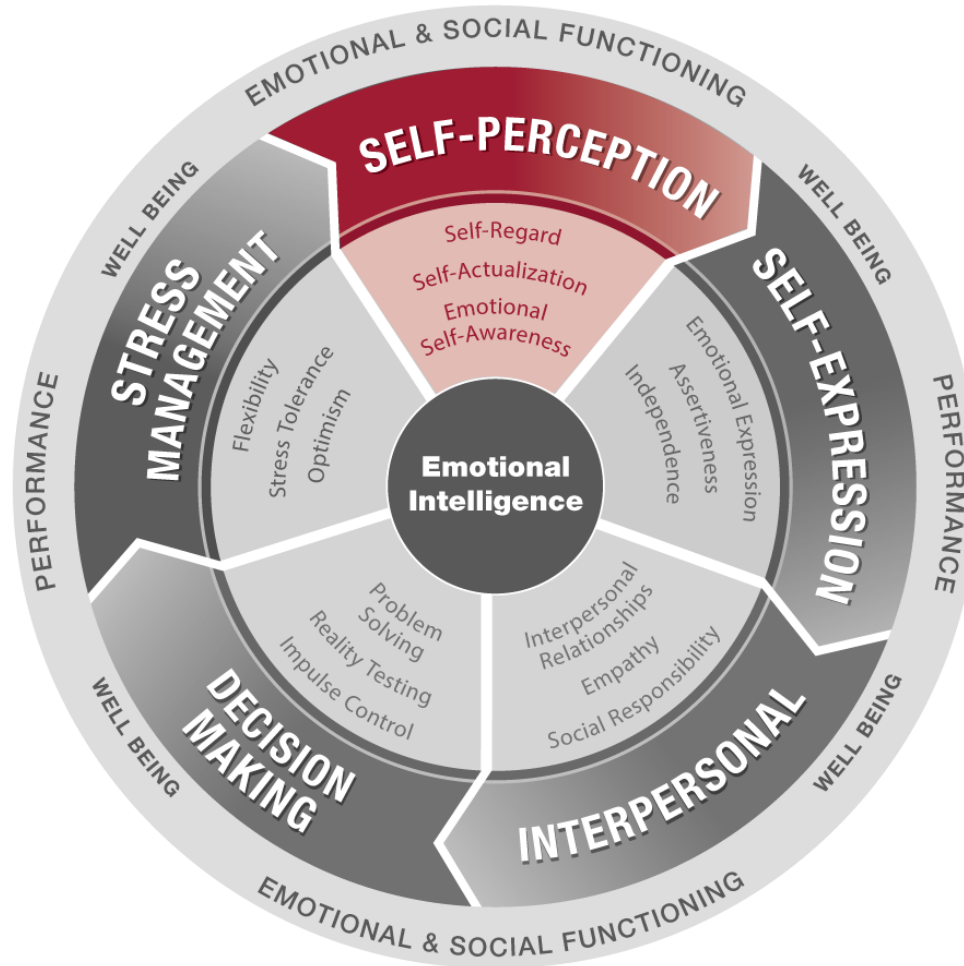
Emotional Self Control

Self Awareness

# EQ-i 2.0 Model of Emotional Intelligence



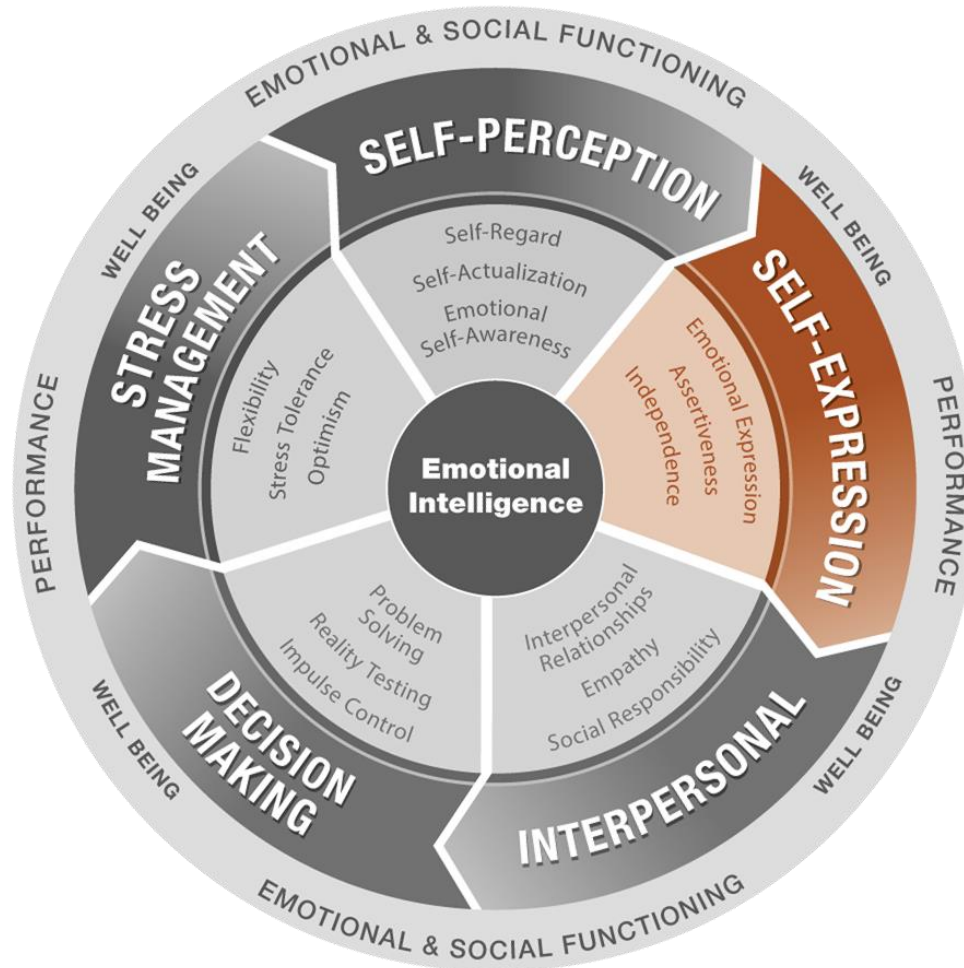
# Self-Perception Composite



- Self Regard
- Self Actualisation
- Emotional Self Awareness

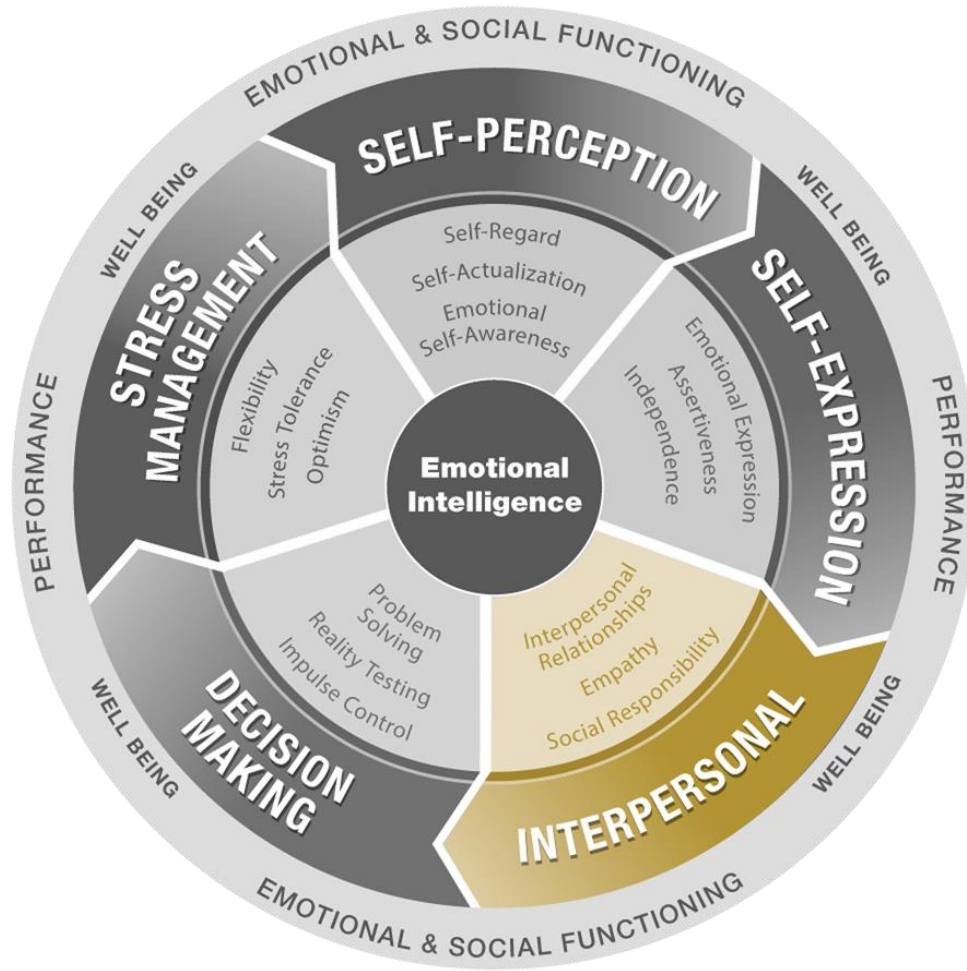


# Self-Expression Composite



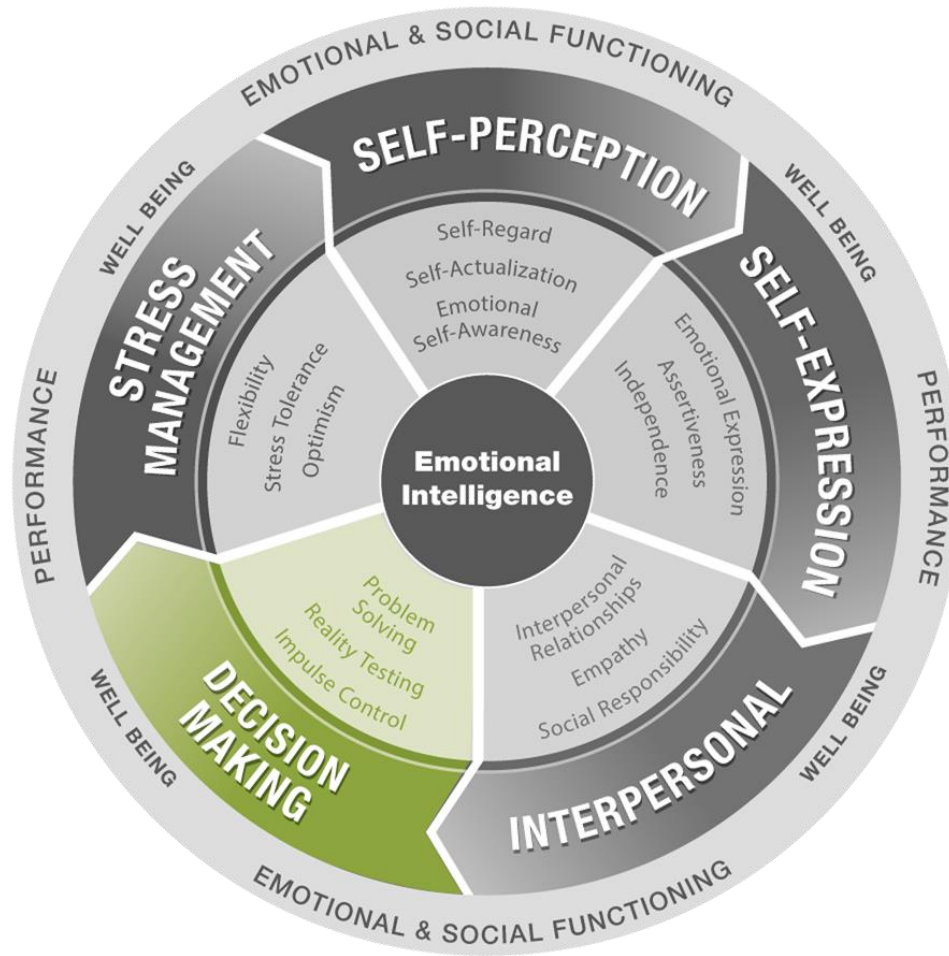
- Emotional Expression
- Assertiveness
- Independence

# Interpersonal Composite



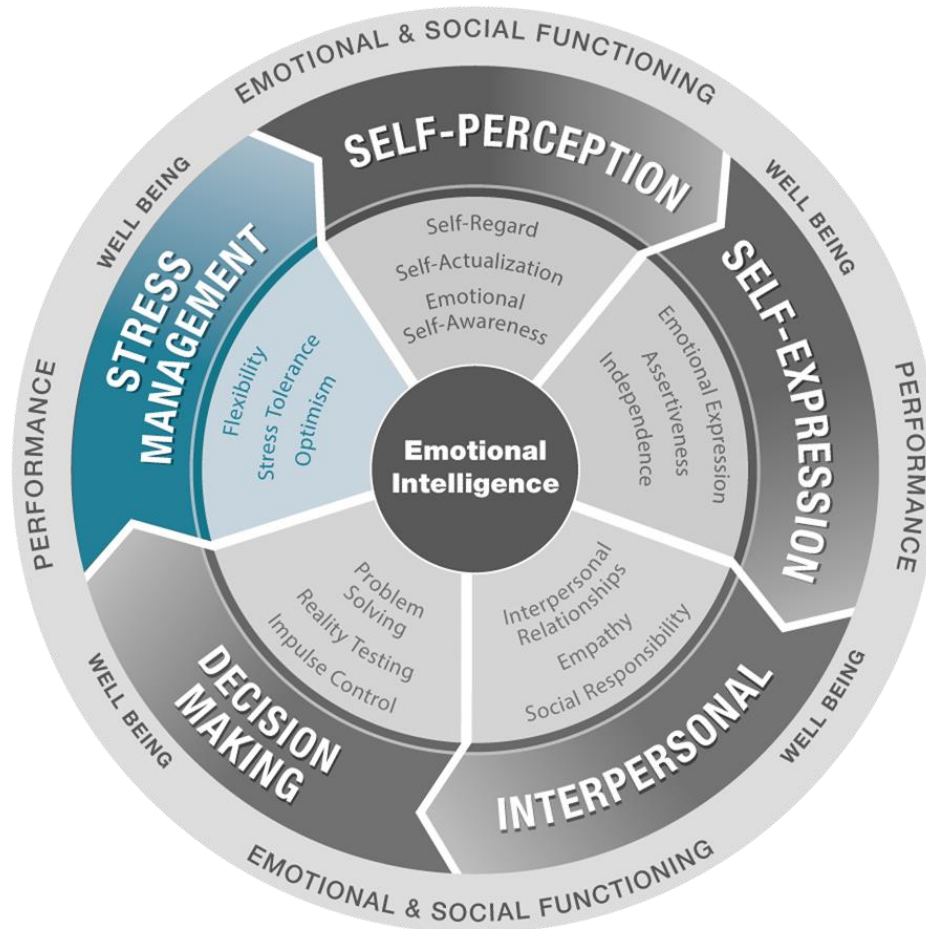
- Interpersonal Relationships
- Empathy
- Social Responsibility

# Decision Making Composite



- Problem Solving
- Reality Testing
- Impulse Control

# Stress Management Composite



- Flexibility
- Stress Tolerance
- Optimism

# Your EQ-i 2.0 Leadership Report

*Health Education England*



**EQ-i<sup>2.0</sup>**  
assess, predict, perform.

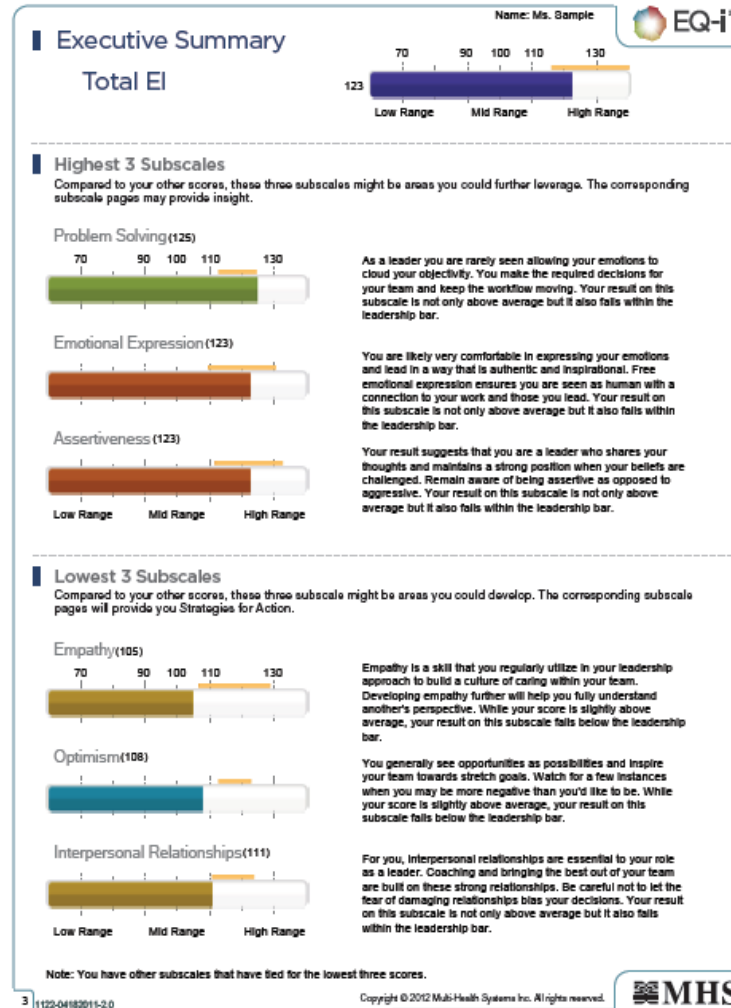
# LEADERSHIP

**REPORT**

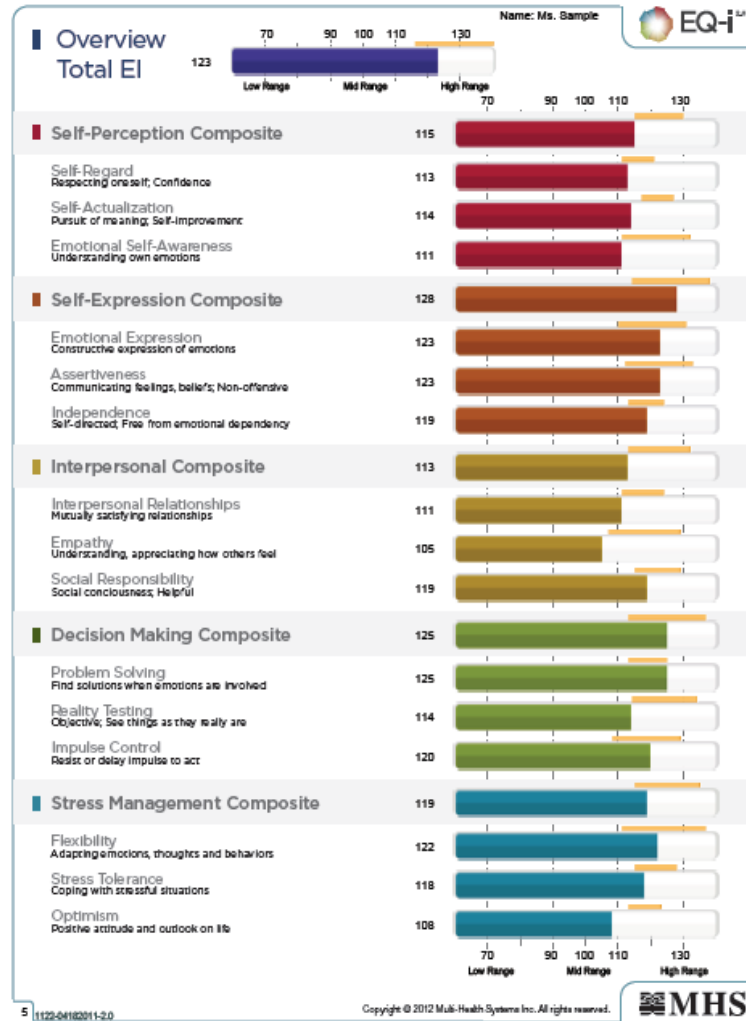
**Ms. Sample**  
August 28, 2012

 **MHS**  
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# Executive Summary



# Results Overview



# Leadership Potential

## Leadership Potential

The EQ-i 2.0 subscales are strongly related to leadership competencies that in turn may be associated with productivity, decreased employee turnover, and increased efficiency. A leader who embodies the competencies below is more likely to increase work satisfaction, create trust, and foster organizational commitment and loyalty.

This page provides you with a leadership lens through which to view your EQ-i 2.0 results. There are four general competencies required of most leaders: authenticity, coaching, insight and innovation. The top six EQ-i subscales (based on theory and research) that are associated with each competency are displayed. High scores on the associated subscales help ensure optimal functioning in the competency area. Alternatively, if you score lower on a few subscales for a particular leadership competency, you can quickly see that this might be an area of challenge for you in your current leadership role. Focusing development efforts in these areas are likely to yield the greatest return in your growth as a leader.

Name: Ms. Sample

### Authenticity

An effective leader in the area of authenticity serves as a role model to inspire moral and fair behavior, as well as to command esteem and confidence from colleagues.

Self-Actualization	114
Reality Testing	114
Self-Regard	113
Emotional Self-Awareness	111
Social Responsibility	119
Independence	119

### Coaching

A leader who coaches effectively operates as a mentor, responding to colleagues' concerns and queries, and supporting employee needs. Employees are nurtured to achieve their highest levels of performance.

Self-Actualization	114
Empathy	105
Reality Testing	114
Interpersonal Relationships	111
Assertiveness	123
Emotional Self-Awareness	111

### Insight

A leader portrays insight by communicating a purpose, meaning, and a vision for colleagues to follow. A hopeful view of the future is communicated, and employees are compelled to reach and exceed their goals.

Self-Actualization	114
Optimism	108
Self-Regard	113
Social Responsibility	119
Interpersonal Relationships	111
Emotional Expression	123

### Innovation

An innovative leader places importance on taking risks, spurring colleagues' ingenuity, imagination, and autonomous thought. Knowledge is valued, and challenges and new circumstances are viewed as learning opportunities.

Self-Actualization	114
Independence	119
Problem Solving	125
Assertiveness	123
Flexibility	122
Optimism	108

### Leadership Derailers

Ms. Sample, you have a low risk of derailment as you received above average results across all subscales shown on the right. High scores on these subscales indicate that you are less likely to adopt a passive or avoidant leadership style. Because of high expectations placed on leaders, it is important to strive towards exceptional performance on these subscales in order to prevent moments where you may avoid your leadership responsibilities.

Impulse Control	120
Stress Tolerance	118
Problem Solving	125
Independence	119

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# Subscale Pages

Name: Ms. Sample

### Self-Regard

Respecting oneself; confidence

113

#### What Your Score Means

Leaders with self-regard respect themselves and accept both personal strengths and limitations while remaining satisfied and self-secure. Ms. Sample, your result suggests that your self-regard is stronger than most people's. You are likely to be seen as a self-confident leader who understands both personal strengths and weaknesses. It is important to ground your self-assuredness by using your reality testing skills and by continually seeking feedback. You may:

- Exercise your considerable influence on key, strategic decisions.
- Demonstrate courage to stick by your convictions even in the face of dissenting viewpoints.
- Use a leadership approach that leverages your strengths and delegate tasks in your weaker areas.

You scored well above average on Self-Regard and fall within the leadership bar.

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#### Leadership Impact

Authenticity Insight

**Leadership Implications.** Your result may mean that you are driven to surpass organizational targets, create an atmosphere of excellence and demonstrate a strong sense of confidence in your leadership capabilities. The challenge is that you could lose touch with a realistic appraisal of your capabilities. It is important to draw on reality testing behaviors and feedback from your team to maintain a healthy self-perception.

**Organizational Implications.** Your ability to understand and accept your strengths and weaknesses is likely perceived as a genuine approach to leadership. Your higher confidence can probably be seen across department lines, as you feel assured that you can help out in a variety of capacities. You likely serve as a role model, and your higher expectations of yourself and your employees may lead to better quality decisions and greater productivity. Use external validation to avoid any attempts at self-aggrandizement and to maintain a realistic appraisal of your talents.

#### Strategies for Action

**Be Mindful of Your Weaknesses.** Awareness of your shortcomings helps to circumvent an inflated self-concept and temper this exaggerated self-image.

- Nobody's perfect; our flaws make us human. The key is to be cognizant of your limitations and ensure that they do not impinge on organizational performance.
- Develop strategies to improve your limitations. For example, if you are impatient and anxious when deadlines are not met in a timely fashion, you may want to refocus and practice relaxation techniques (e.g., deep breathing).
- You are only limited by the power of your imagination. Awareness leads to action and meaningful change. Be mindful that change does not occur overnight, but with persistence, transformation is possible.

**Modesty is the Best Policy.** While it is important to feel good about your strengths, do not overinflate them.

- Watch that you don't fall prey to arrogance; demonstrate humility and be humble in your approach. Successful leaders know their worth, but they remain grounded by seeking feedback from their team as well as from other leaders.
- Colleagues respect a leader who is visionary and exudes charisma, but who is also approachable, genuine and can relate to others. Your modest approach will help you win the esteem and admiration of your employees.

#### Balancing Your EI

This section compares Self-Regard with Self-Actualization, Problem Solving, and Reality Testing. The subscale that differs the most from Self-Regard is Problem Solving. Improving the interplay between these subscales is likely to significantly impact your overall emotional intelligence.

Self-Regard(113) Problem Solving(125)

Your Self-Regard is lower than your Problem Solving. These components can be balanced by evaluating your self-worth in terms of your actual ability to find solutions to problems. This process can be facilitated by seeking additional information to validate decisions before acting. When generating solutions to problems, evaluate your strengths and weaknesses and develop solutions that cater to your strengths whenever possible.

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# Well-being Indicator

Name: Ms. Sample

## Well-Being Indicator

Satisfied with life; content

### How to Use this Page

Happiness includes feelings of satisfaction, contentment and the ability to enjoy the many aspects of one's life. It is different than the other EI abilities in that Happiness both contributes to, and is a product of, emotional intelligence. As such, your result in Happiness is like an indicator of your emotional health and well-being.

Your Happiness result is shown below, linked to your results on the four subscales most often associated with Happiness.

Because Happiness is so interconnected with all EI abilities, you may find further development opportunities if you explore how the remaining subscales contribute to your level of Happiness, and vice versa.

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### Happiness

Ms. Sample, your result in Happiness suggests that more often than not you feel satisfied with your life, and generally enjoy the company of others and the work you do. You may:

- Have fun at both work and play while participating in activities you enjoy.
- Be seen by your team as likeable and pleasant to be around.
- Have to occasionally manage your discontentment with certain aspects of your life.

Although you have no low scores in any of the four subscales typically tied to happiness, or in any other EI skill area, you may benefit from ensuring your development goals are linked to improving your Happiness. Are there additional goals that you can set to achieve things that are important to you, leading to an increased sense of well-being?

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<h4>Self-Regard (113)</h4> <p>Happiness is a by-product of believing in oneself and living according to your own values and standards. Your high level of Self-Regard helps to promote positive feelings about oneself, confidence, and enhanced life satisfaction and happiness.</p> <ul style="list-style-type: none"> <li>How do you envision success in your leadership position? Are you reaching the pinnacle of success?</li> <li>What are some strategies you have used in the past (e.g., positive self-talk) to be confident and self-assured?</li> </ul>	<h4>Optimism (108)</h4> <p>In the face of setback and disappointment, the ability to recover and claim a happy state is contingent on one's level of optimism. Your results suggest you are optimistic and hopeful most of the time, but perhaps you could use this outlook more frequently so that your happiness becomes even more personal, permanent and justifiable.</p> <ul style="list-style-type: none"> <li>What are some steps to demonstrate your positivity in a more active/overt manner?</li> <li>Do you monitor your perspective and analyze how it affects your achievements?</li> </ul>
<h4>Interpersonal Relationships (111)</h4> <p>Your Interpersonal Relationships result indicates that you have well-developed relationships that likely help shield you from the negative effects of life's daily demands. If maintained, these relationships can enhance and sustain pervasive feelings of happiness.</p> <ul style="list-style-type: none"> <li>Do you have a confidant outside of work who helps buffer any stressful or negative events that you encounter?</li> <li>How can you effectively leverage your network to maintain happiness in your work life?</li> </ul>	<h4>Self-Actualization (114)</h4> <p>Happiness comes from a willingness to learn and grow on a journey aligned with your values. Your level of self-motivation and feelings of an enriched life ultimately drive your life achievements and overall happiness.</p> <ul style="list-style-type: none"> <li>Can you pinpoint the emotions you experience when you feel you are optimally using your talents?</li> </ul>

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# Finding the balance

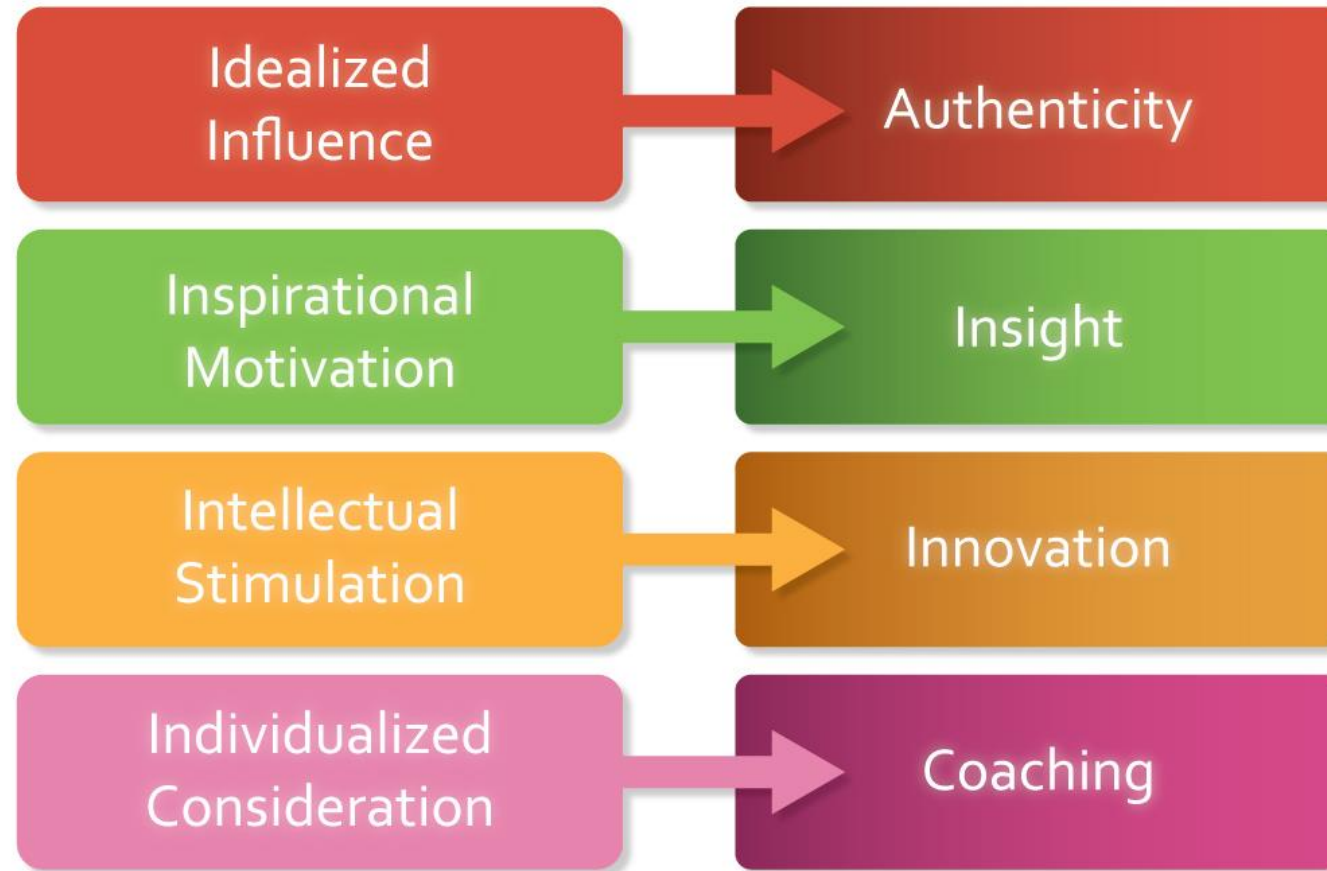


# Achieving Optimal Effectiveness

# Transformational Leadership



# Mapping Transformational Leadership to Emotional Intelligence



# **Leadership Potential, Leadership Derailers and Developing Actions**

# Areas of Leadership Potential

## Authenticity

- Self-Actualization
- Reality Testing
- Self-Regard
- Emotional Self-Awareness
- Social Responsibility
- Independence

## Coaching

- Self-Actualization
- Empathy
- Reality Testing
- Interpersonal Relationships
- Assertiveness
- Emotional Self-Awareness

## Insight

- Self-Actualization
- Optimism
- Self-Regard
- Social Responsibility
- Interpersonal Relationships
- Emotional Expression

## Innovation

- Self-Actualization
- Independence
- Problem Solving
- Assertiveness
- Flexibility
- Optimism



# Leadership Derailers

A derailder is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master. A derailder is a weakness that requires improvement if we are to realize our potential.

*Centre for Creative Leadership (2008)*

## Leadership Derailers

- Impulse Control
- Stress Tolerance
- Problem Solving
- Independence

# Strategies for Action

S M A R T

A string of eight paper tags, each with a single letter cut out, hanging from a twine string with wooden clothespins. The letters spell out 'THANK YOU'. The background is a dark, textured surface.

THANK YOU