



# Emotional Intelligence (EI/EQ) for Leaders

*"I have found . . . that the most effective leaders are alike in one crucial way: They have a high degree of what has come to be known as **emotional intelligence**."*

*- Daniel Goleman in Harvard Business Review*

**MAJ Cal Walters**  
**Vice Chair, Leadership Department (ADL)**  
**The Judge Advocate General's Legal Center & School**





# Goals for Our Time

1. What is Emotional Intelligence (EI/EQ)?
2. Why is it important for leaders?
3. How can you improve in the four key skills of Emotional Intelligence?





# Emotional Intelligence

Emotional intelligence (EI/EQ) is how you manage **your** emotions and the emotions of **others**.







# The Whole Person



The Whole Person:

IQ + EQ + Personality.

Together they determine how we think and act. EQ is flexible and can grow.



*Emotional intelligence is an essential part of the whole person.*





# EI Pop Quiz

1. Is your IQ a predictor of your Emotional Intelligence (EI/EQ)?

**ANSWER:**

**There is no known connection between IQ and EI; you simply can't predict EI based on how smart someone is.**





# EI = Missing Link

“People with the highest levels of intelligence (IQ) outperform those with average IQs just 20 percent of the time, while people with average IQs outperform those with high IQs 70 percent of the time.”

**Emotional Intelligence (EI/EQ) helps explain this anomaly**

Source: *Emotional Intelligence 2.0* by Travis Bradberry and Jean Graves





# El Pop Quiz

2. Does your personality predict your emotional intelligence?

**ANSWER:**

**Personality is a result of your preferences, such as your inclination to introversion or extroversion. Like IQ, personality CAN'T be used to predict EI.**





# EI Pop Quiz

3. Can you increase your EI?

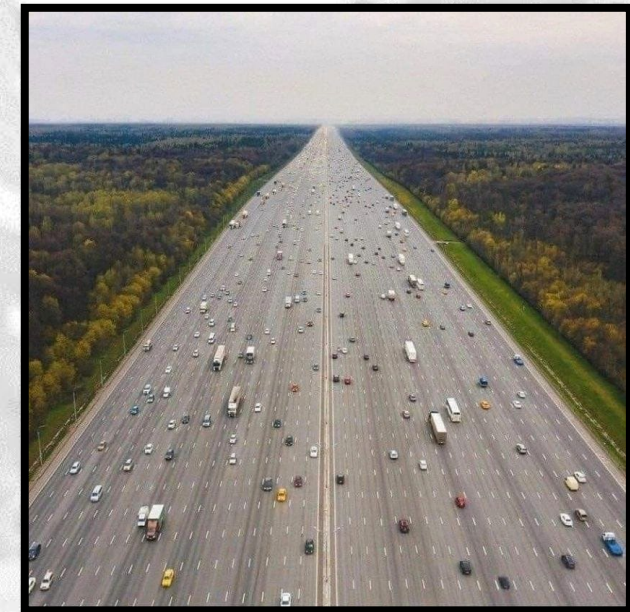
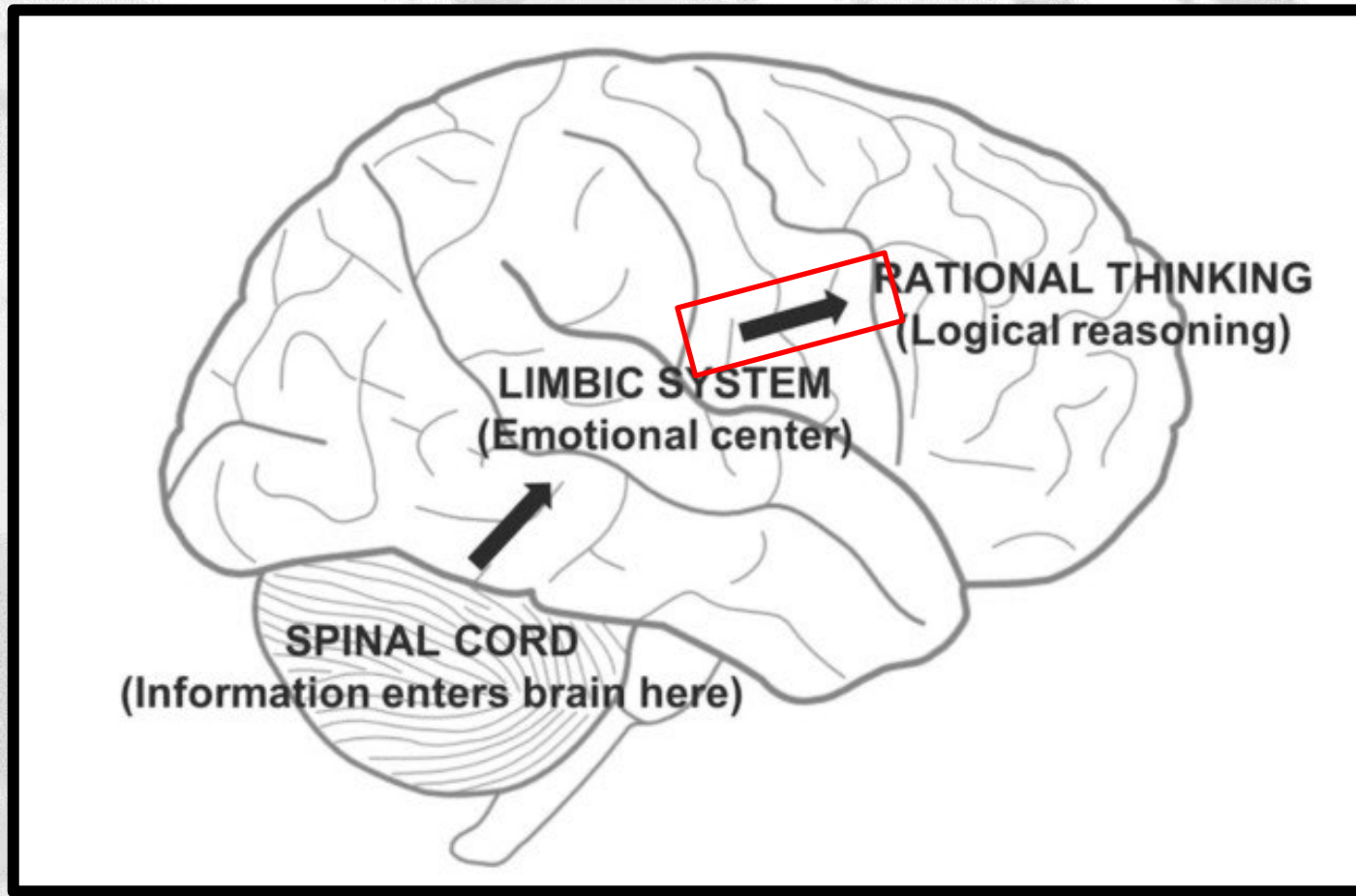
**ANSWER:**

**Yes. Unlike your IQ and personality – which are largely fixed – through neuroplasticity you can work to increase your EI and enjoy the benefits of a higher EI.**





# Increasing Emotional Intelligence



Source: *Emotional Intelligence 2.0* by Travis Bradberry and Jean Graves





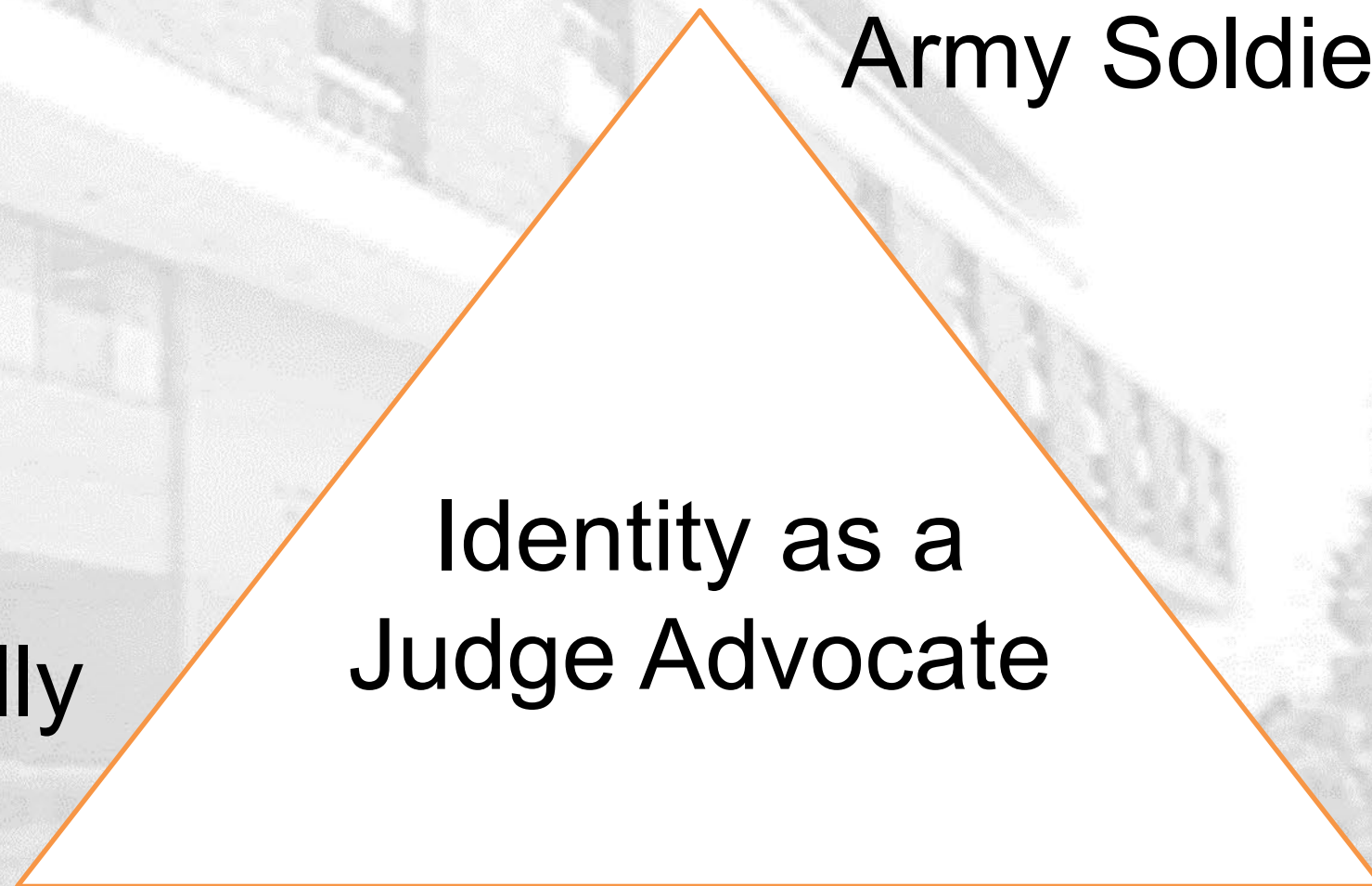
# The Truth about EI

- It's *not* about “being nice”
- It's *not* about being touchy feely
- It *doesn't* mean ignoring your emotions
- It *doesn't* mean we don't care about results





# Build Your Foundation



Army Soldier

Identity as a  
Judge Advocate

Competent  
Attorney



Emotionally  
Intelligent  
Leader





# Emotional Intelligence

Emotional intelligence (EQ) is how you manage *your* emotions and the emotions of *others.*







# 4 Skills of EI



## Personal Competence (You)

1. Self-Awareness
2. Self-Management

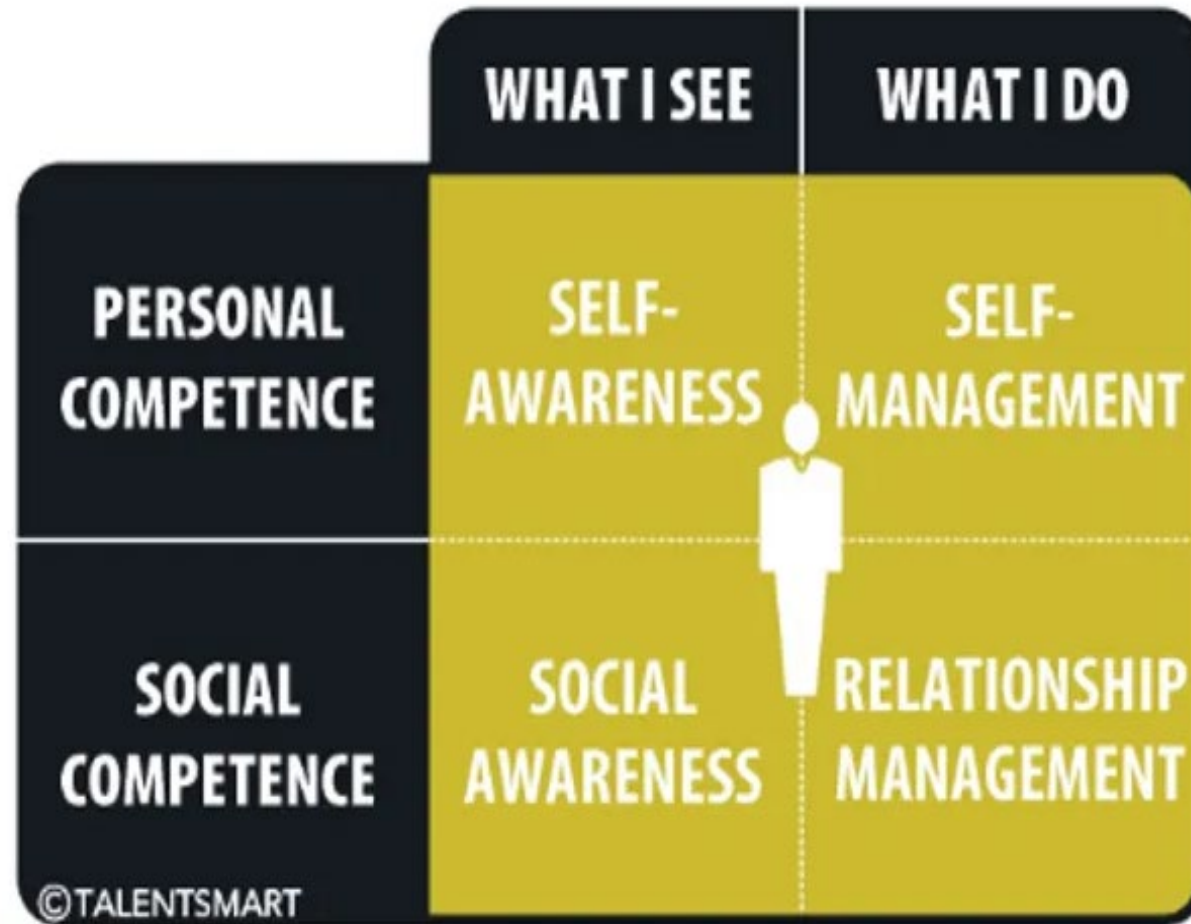
## Social Competence (Others)

3. Social Awareness
4. Relationship Management





# 4 Skills of EI

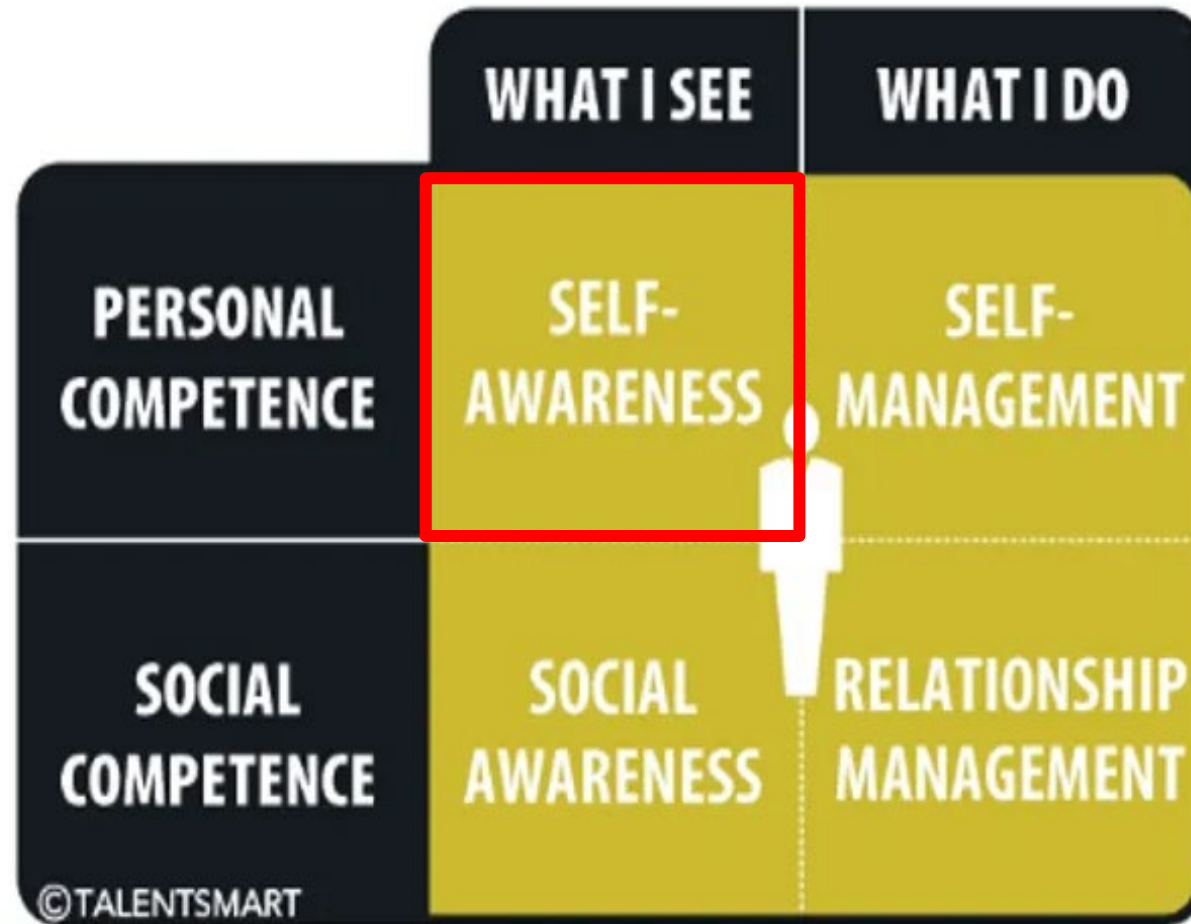


*Emotional intelligence is made up of four core skills.*





# 4 Skills of EI



*Emotional intelligence is made up of four core skills.*





# 1. Self-Awareness

It is so important that **83 percent** of people high in self-awareness are top performers, while just **2 percent** of bottom performers are high in self-awareness.







# 1. Self-Awareness

## **Self Awareness**

- **Two levels – internal and external**
- **You will always have imperfect information.**





# 1. Self-Awareness

How do we grow in internal self-awareness?

1. Watch yourself like a hawk/scientist
  - Quit Treating Your Feelings as Good or Bad
  - Observe the Ripple Effects of Your Emotions
  - Know Who and What Pushes Your Buttons
2. Keep a Journal
3. Clarify your Why
4. Identify your Core Values
5. Understand your personality/tendencies
6. Acknowledge your strengths and weaknesses\*







# 1. Self-Awareness

How do we grow in external self-awareness?

1. Seek ~~Feedback~~ (Past) → Ask for Advice (Future Oriented)
2. Build a “Challenge Network”
3. Be careful with how you respond to criticism
4. Be quick to acknowledge mistakes / apologize
5. Be genuinely curious
6. Have a growth mindset



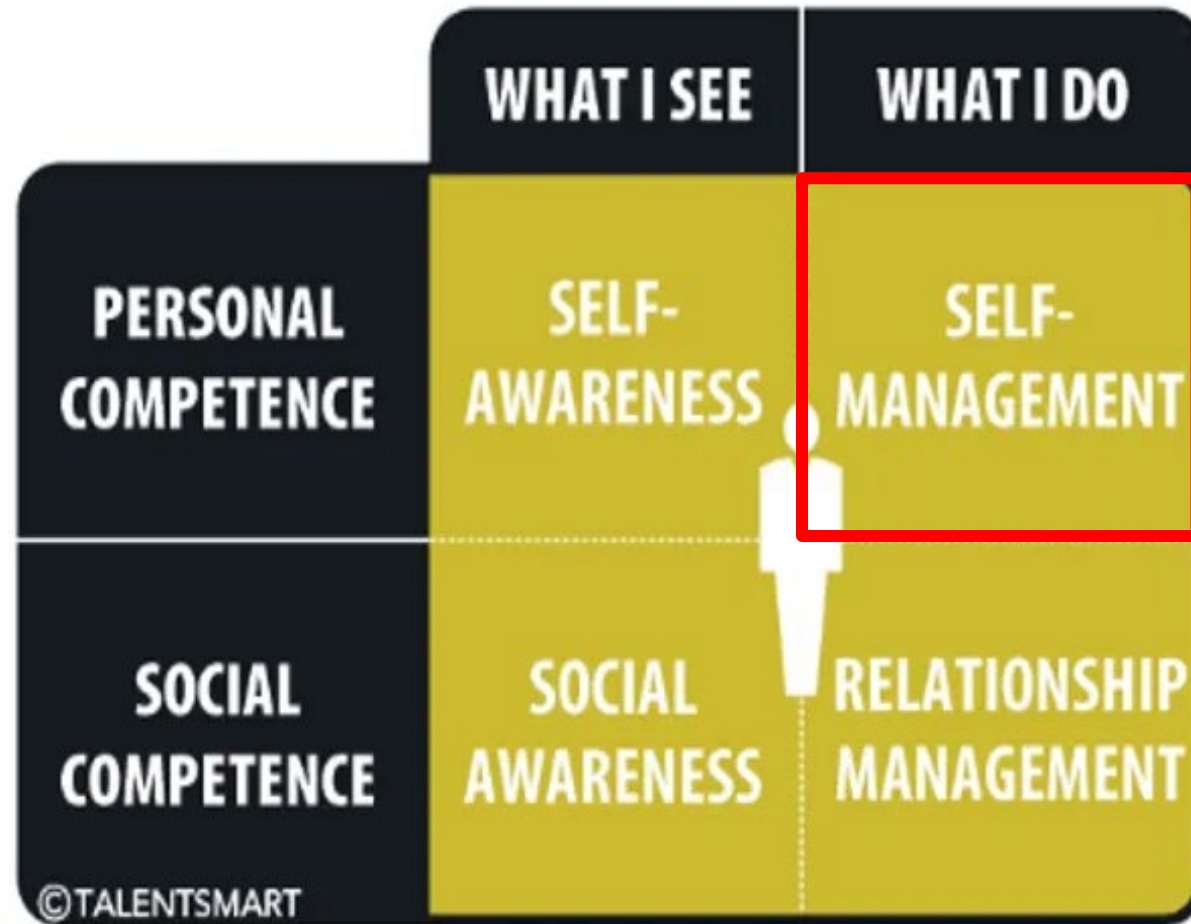
**“The trouble with most of us is that we’d rather be ruined by praise than saved by criticism.”**

**-- Norman Vincent Peale**





# 4 Skills of EQ



*Emotional intelligence is made up of four core skills.*





## 2. Self-Management

Your ability to use your awareness of your emotions to stay flexible and direct your behavior positively. Results come from putting your momentary needs on hold to pursue large, more important goals.



**“Character is your capacity to prioritize your values over your instincts.”**

**Adam Grant, author of *Hidden Potential***





# 2. Self-Management

## Self-Management

- **Choose how you influence. Lead intentionally.**
- **Self control is a depletable resource.**





# Nice vs. Kind

## Nice

- Pleasant; has good manners
- Doesn't make things worse
- Avoids conflict; discomfort
- Tells you what makes you happy
- What society expects
- Often superficial

**ME**

## Kind

- Giving nature; does things for others
- Seeks to makes things better
- Engages in necessary conflict
- Tells you what you need to hear
- Requires effort and often courage
- Allows connection

**YOU / THE TEAM**





# 2. Self-Management

**How do we grow in self-management?**

- 1. Naming the emotion**
- 2. Controlled breathing (in – hold – out)**
- 3. Mindfulness**
- 4. Examine thought patterns (metacognition)**
- 5. Know – and invest in – the areas that fill you up**
- 6. Don't take yourself too seriously (play, smile, laugh)**

**“Between stimulus and response there is a space.  
In that space is our power to choose our response.  
In our response lies our growth and our freedom.”**

**Attributed to Viktor E. Frankl**





# Thank you!

**“The credit belongs to the man who is actually in the arena . . . who spends himself in a worthy cause; who at best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.”**

**Theodore Roosevelt**