



# Emotional Intelligence for Leaders (Part 2)

*“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**

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# Reminder: Goals for Our Time



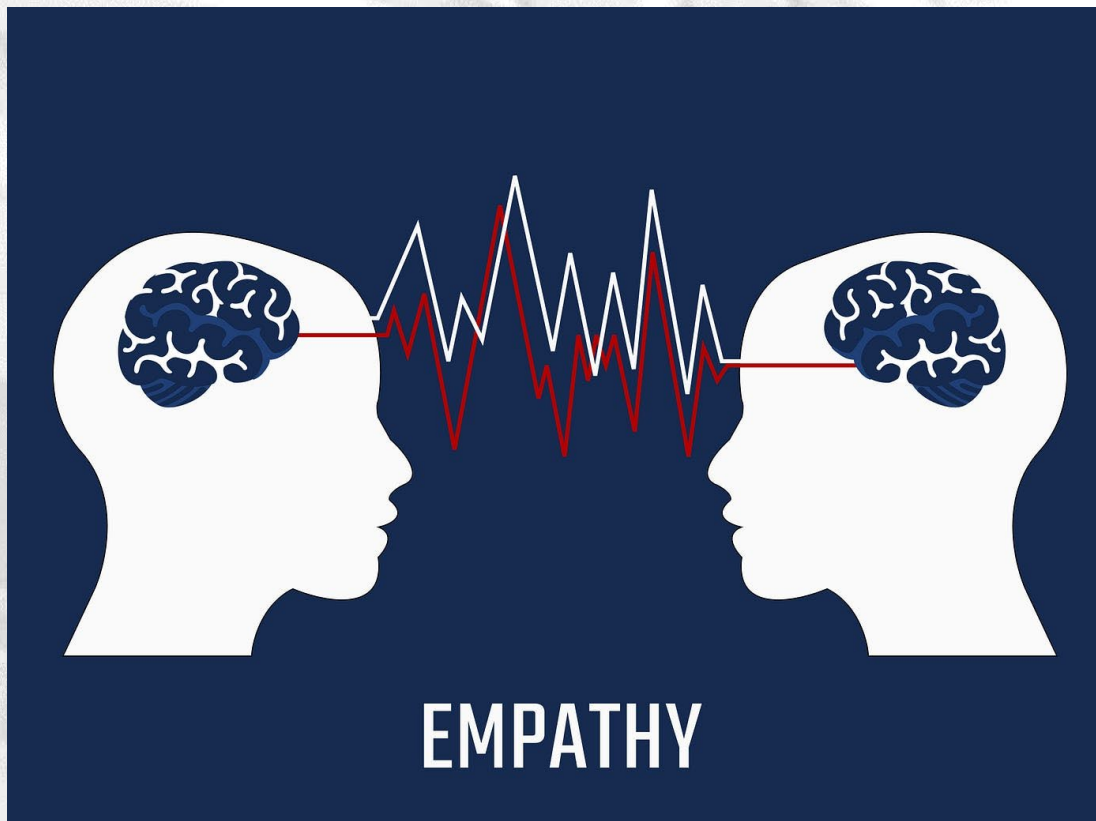
1. What is Emotional Intelligence (EI/EQ)?
2. Why is it important for leaders?
3. How can you improve in the four key skills of Emotional Intelligence?



# 3. Social Awareness



Your ability to accurately pick up on emotions in other people and understand what is really going on with them. Listening and observing are the two most important components of social awareness (empathy).





# 3. Social Awareness



**How do we grow in social awareness (empathy)?**

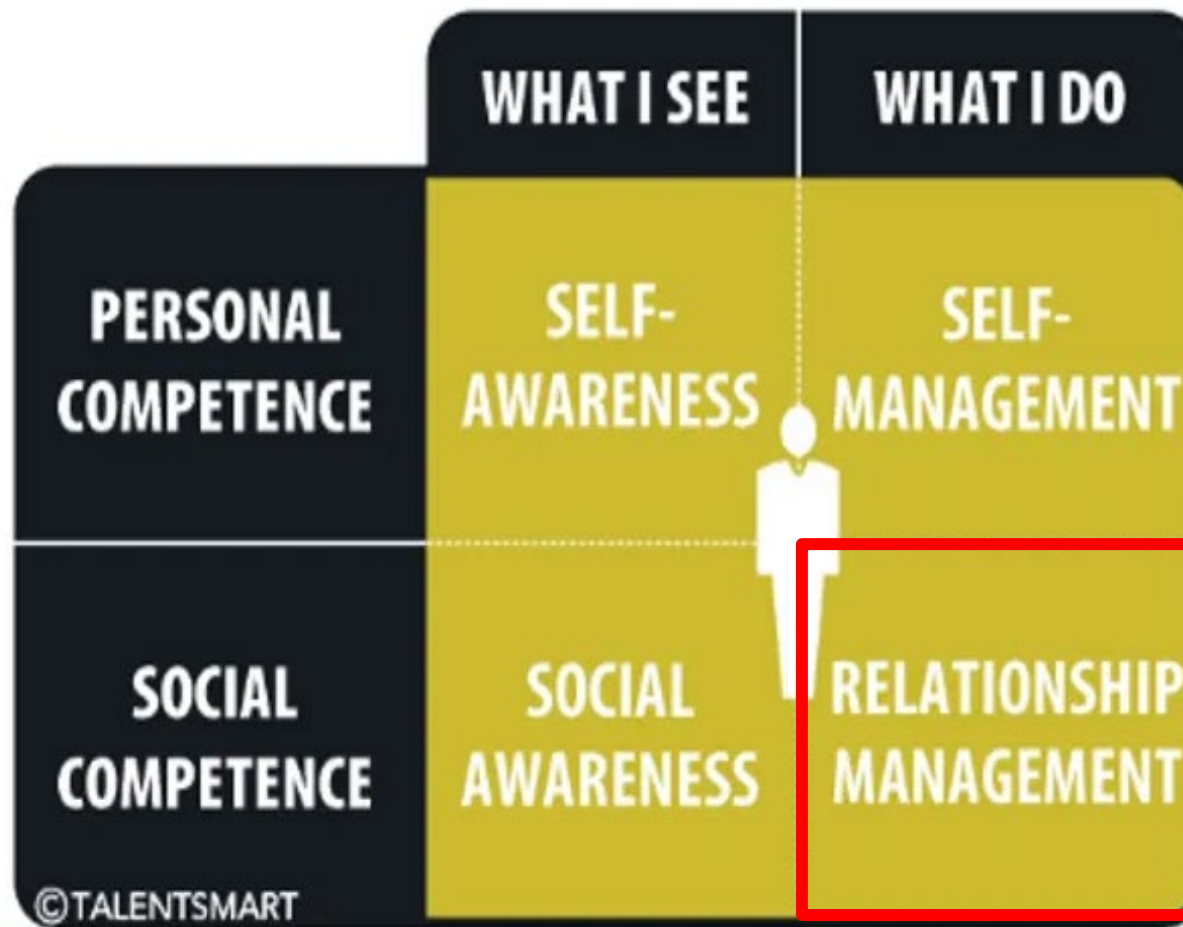
- 1. Be curious and ask good questions**
- 2. Practice Level 5 Listening – empathetic listening**
- 3. Get to know the history and culture of your organization**
- 4. Be careful with multitasking**
- 5. Put up the phone / close the laptop**

**“Building relationships is productive time.”**

**General (Ret.) Joseph Votel**



# 4 Skills of EQ



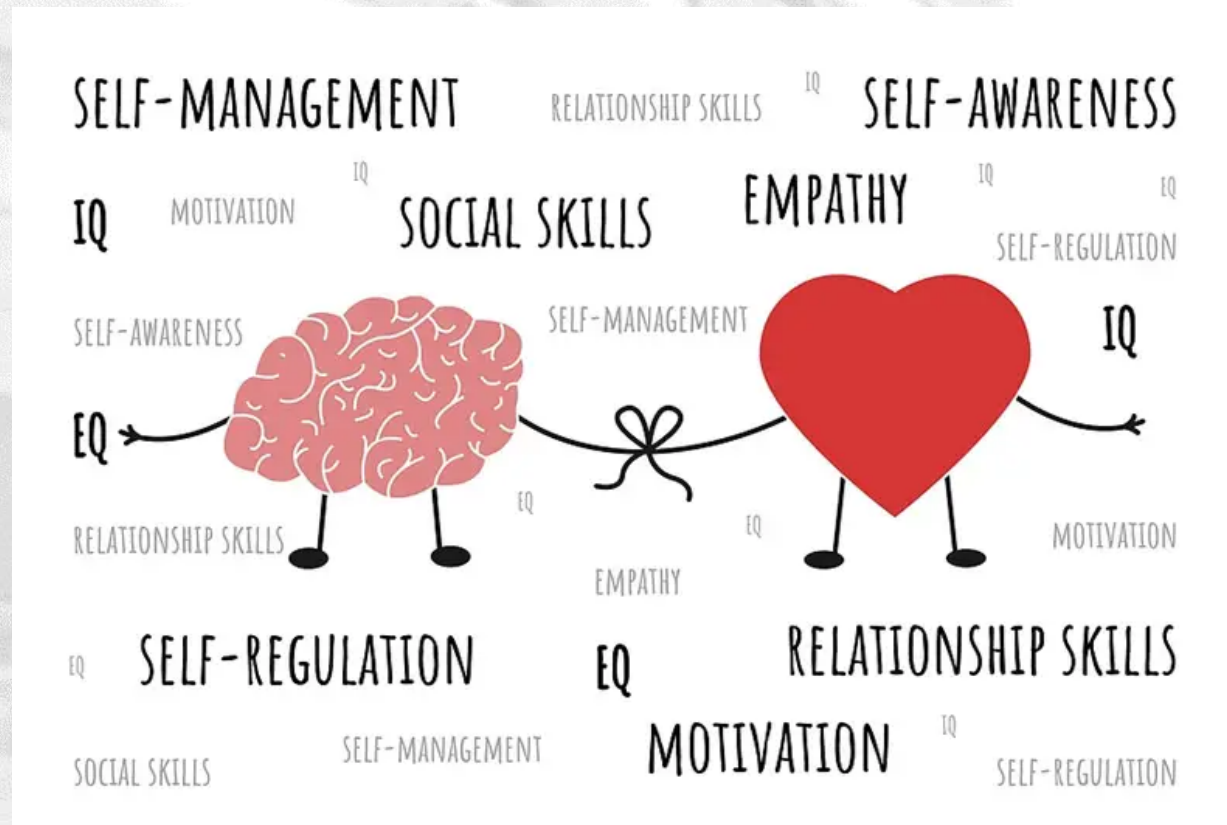
*Emotional intelligence is made up of four core skills.*



# 4. Relationship Management



Tapping into the other 3 skills, this is your ability to use your awareness of your own emotions and those of others to manage interactions successfully.





# 4. Relationship Management



You are the lead trial counsel (TC) on a big larceny court-martial happening in two weeks. Your lead paralegal on the case (**SSG Jones**) is stressed out and seems overloaded. This makes you nervous about the case, and you're concerned about **SSG Jones**. In initial counseling, **SSG Jones** mentioned he works hard but tends to procrastinate. In passing, he also shared that his wife was having health issues. The other paralegal assisting on the case (**SGT Walters**) has never worked a court-martial from start to finish. Your most experienced paralegal NCO (**SFC Rojas**) is available to take the case, but **SFC Rojas** is scheduled to PCS in two months and has been rowing hard for 2 years.

**You're the TC. What are you feeling and what are they feeling?**



# 4. Relationship Management



## Relationship Management

- Trust is the foundation of everything.

**Clarity** + **High Standards** + **High Support** + **High Belief**

=

**Relationships and Results**



# 4. Relationship Management



**How do we grow in relationship management?**

- 1. Avoid giving mixed signals (create and reinforce clarity)**
- 2. Help to build trust by giving trust**
- 3. Have the hard conversation (Leaders move to friction)**
- 4. Encourage healthy conflict around ideas**
- 5. Ask for input and explain decisions**
- 6. Take feedback well**

**“Anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way, this is not easy.”**

**-- Aristotle**



# Key Takeaways



- **The top performers and best leaders have high emotional intelligence**
- **You and your teammates can grow in emotional intelligence**
- **Take small, consistent steps towards increasing in the 4 key skills of emotional intelligence:**
  - Self-awareness (internal and external)
  - Self-management
  - Social awareness
  - Relationship Management



# 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**