



WAYNE STATE  
UNIVERSITY



# Emotional Intelligence: Success Factors for Leaders

*National Association of County Collectors,  
Treasurers and Financial Officers  
July 9, 2025*



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EXECUTIVE & PROFESSIONAL DEVELOPMENT

*business training | executive education | consulting*

Moving **YOUR** Organization *Forward*



## Agenda

- Learning Objectives
- Warm-up
- Lesson One: Introduction to Personal Effectiveness/Emotional Intelligence
- Lesson Two: Self-awareness Domain
- Lesson Three: Self-management Domain
- Lesson Four: Social Awareness Domain
- Lesson Five: Relationship Management Domain



## Learning Objectives

- At the end of the session, you will be able to:
  - Describe the four domains and corresponding competencies of a Personal Effectiveness/Emotional Intelligence model.
  - Explain how practicing these competencies can lead to success.
  - Identify others who exemplify the competencies.
  - Implement skills and behaviors related to the Personal Effectiveness competencies back on the job.



## Warm-Up: Rapid Reveals

- Fun fact about myself
- Right now I am feeling ...
- I am proud of ...
- One contribution I make to my organization is ...
- I really appreciate it when ...
- My team would describe me in one word as ...
- I struggle with ...
- I wish ...



## How hard was it to Reveal?



# Why focus on EI?

- Emotional intelligence is responsible for 58 percent of performance in all types of jobs, and 90 percent of top performers are high in EQ. (Bharwaney, Bar-On and MacKinlay; 2011)
- 50% of time wasted in business is due to lack of trust. (John O. Whitney, Director, Deming Center of Quality Management)
- Teams with higher collective EQ outperform others by up to 20% due to communication, collaboration, and trust (Druskat and Wolff)



## Why focus on EI?

- Emotional tension stifles creativity and innovation, while poor communication leads to missed opportunities. (Druskat and Wolff)
- 50% of time wasted in business is due to lack of trust. (John O. Whitney, Director, Deming Center of Quality Management)
- 1 in 50 employees worldwide current feels lonely at work. (Gallup, State of the Workplace 2024)





## Why focus on EI?

- “The Great Detachment” (Gallup, 2024)
  - Employee engagement (involved, enthused, emotionally connected) at 11-year low (31%)
  - Employee satisfaction returned to an all-time record low (18% extremely satisfied)
  - Employees seeking new job opportunities at highest level since 2015 (51% watching for or actively seeking new job)



## Why don't some leaders invest in developing their/team's EI?

- **Fear of Change:** leaders are used to seeing themselves as effective based on hard metrics like strategy and operations.
- **Reluctance to Reflect on Their Own Impact:** Some leaders avoid introspection because it can reveal uncomfortable truths.



# Why don't some leaders invest in developing their/team's EI?

- **Insecurity About Considering Others' Perspectives:** Can feel like a loss of control or a threat to their authority. This can trigger insecurity, as they fear being perceived as weak or uncertain.
- **Fear of Failure:** Focusing on people and emotions can feel like a distraction from what they consider the "real" work. They worry that integrating EQ into their leadership might expose vulnerabilities, leading to failure or a loss of respect from their teams.



# Lesson One: Intro to Personal Effectiveness

## *Definitions*

- The ability to perceive accurately, appraise and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. (Mayer and Salovey, 1997)
- Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships. (Goleman)



# Lesson One: Intro to EI

## *Self-assessment*

Read the competency statements on page 5 and indicate if you strongly disagree, disagree, agree or strongly agree with the statement by putting an “X” in the corresponding box. Be honest with yourself.



# Lesson One: Intro to Personal Effectiveness

## *Personal Effectiveness Domains & Competencies*

<b>Domain: Self-awareness</b> Knowing one's internal states, preferences, resources and intuitions.	<b>Domain: Social Awareness</b> Awareness of others' feelings, needs and concerns.
<b>Competency:</b> <ul style="list-style-type: none"> <li>• Emotional self-awareness</li> </ul>	<b>Competencies:</b> <ul style="list-style-type: none"> <li>• Empathy</li> <li>• Organizational Awareness</li> </ul>
<b>Domain: Self-management</b> Managing one's internal states, impulses and resources.	<b>Domain: Relationship Management</b> Ability to take one's own emotions, the emotions of others, and the context to manage social interactions successfully.
<b>Competencies:</b> <ul style="list-style-type: none"> <li>• Emotional self-control</li> <li>• Adaptability</li> <li>• Achievement orientation</li> <li>• Positive outlook</li> </ul>	<b>Competencies:</b> <ul style="list-style-type: none"> <li>• Influence</li> <li>• Coach and mentor</li> <li>• Conflict management</li> <li>• Teamwork</li> <li>• Inspirational leadership</li> </ul>



# Lesson Two: Self-awareness Domain

## *Competency: Emotional Self-awareness*

**Domain: Self-awareness**

Knowing one's internal states, preferences, resources and intuitions.

**Competency:**

- Emotional self-awareness

- Emotional Self-awareness: Recognizing one's emotions and their effects.
- Definitions of Emotions
- Types of Emotions



# Lesson Two: Self-awareness Domain

## *Competency: Emotional Self-awareness (cont.)*

- At your table, take notes on p. 9:
  - Let's make our own list of emotions. What emotions do you experience, or do you witness others experiencing, at work? How can you tell (think about facial expressions, body language, language use, etc.)?





# Lesson Two: Self-awareness Domain

## *Competency: Emotional Self-awareness (cont.)*

- Directions: At your table, discuss answers to the following questions.
  - Think about a time when you were **upset** at work. How did you show your emotions? How were others affected by your emotions or behaviors? How do you know?
  - Think about a time when you were **excited or pleased** at work. How did you show your emotions? How were others affected by your emotions or behaviors? How do you know?



# Lesson Three: Self-management Domain

## *Competency: Emotional Self-control*

**Domain: Self-management**

Managing one's internal states, impulses and resources.

**Competencies:**

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook

- Emotional self-control: Ability to manage disturbing emotions and remain effective, even in stressful situations.



# Lesson Three: Self-management Domain

## *Competency: Adaptability*

**Domain: Self-management**

Managing one's internal states, impulses and resources.

**Competencies:**

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook

- Adaptability: Flexibility in adapting to new situations, handling change, balancing multiple demands.
- What are some ways you practice adaptability at work?



# Lesson Three: Self-management Domain

## *Competency: Adaptability (cont.)*

- Ways to improve your adaptability:
  - Redefine Your Motivation
  - Observe
  - Develop Multiple Plans
  - Set Small Goals
  - Leave Your Comfort Zone
- Tables: complete the right-hand column of the chart on page 13 by answering the question together as a large group: *How might this look at work? Be specific.*



## Lesson Three: Self-management Domain

### *Competency: Achievement Orientation*

- Achievement orientation: Striving to improve or meet a standard of excellence.
- A person with high Achievement Orientation competence:
  - Sets challenging goals and take calculated risks.
  - Balances their personal drive to achieve with the needs and goals of the organization.



# Lesson Three: Self-management Domain

## *Competency: Positive Outlook*

- Positive outlook: Persistence in pursuing goals despite obstacles and setbacks.
- How Can You Develop Positive Outlook?
  - You can begin to increase your capacity for positive outlook by investing time in the following activities:
  - Reflect on your attitude and expectations relating to past events and interactions.
  - Observe your emotional and physiological reactions to anticipated events.
  - Practice observing your emotional states and reactions in real-time.
  - Learn to identify the way your beliefs subconsciously influence experiences.



# Lesson Four: Social Awareness Domain

## *Competency: Empathy*

**Domain: Social Awareness**

Awareness of others' feelings, needs and concerns.

**Competencies:**

- Empathy
- Organizational Awareness

- Empathy: Sensing others' feelings and perspectives and taking an active interest in their concerns.



# Lesson Four: Social Awareness Domain

## *Competency: Empathy (cont.)*

- Using Empathy Effectively
  - To start using empathy more effectively, try employing these skills or behaviors:
  - Put aside your viewpoint and try to see things from the other person's point of view.
  - Validate the other person's perspective.
  - Examine your attitude.
  - Listen.
  - Ask what the other person would do.





# Lesson Four: Social Awareness Domain

## *Competency: Organizational Awareness*

**Domain: Social Awareness**

Awareness of others' feelings, needs and concerns.

**Competencies:**

- Empathy
- Organizational Awareness

- Organizational Awareness: Having the ability to read a group's emotional currents and power relationships, and identify influencers, networks, and dynamics within the organization.



# Lesson Four: Social Awareness Domain

## *Competency: Organizational Awareness (cont.)*

- How to Strengthen Your Organizational Awareness
  1. Use your *self-awareness* as a foundation for understanding the organization.
  2. Observe workplace dynamics and ask yourself the questions on page 19.
  3. Compare your responses with others who work for your organization to confirm or adjust your understanding.
  4. Use and develop other competencies, such as empathy and influence, to be an effective member of the organization.



# Lesson Four: Social Awareness Domain

## *Competency: Organizational Awareness (cont.)*

- Individual + Your Team at Home Exercise
  - Directions: Individually, answer the questions on pages 20 – 21 with your own personal viewpoints or feelings about your organization. Write your answers in the middle column.
  - Lastly, discuss any differences you see between your responses and those from your other small group members and why they may exist.
  - Be prepared to share your results with the large group.



## Lesson Five: Relationship Management Domain

### *Competency: Influence*

<b>Domain: Relationship Management</b> <b>Ability to take one's own emotions, the emotions of others, and the context to manage social interactions successfully.</b>
<b>Competencies:</b> <ul style="list-style-type: none"><li>• Influence</li><li>• Coach and mentor</li><li>• Conflict management</li><li>• Teamwork</li><li>• Inspirational leadership</li></ul>

- Influence: Wielding effective tactics for persuasion.
- Examples?



## Lesson Five: Relationship Management Domain

### *Competency: Influence (cont.)*

- Skills to Influence Others
  - Practice Political Savvy
  - Promote Yourself and the Organization
  - Building and Maintain Trust
  - Leverage Networks



## Lesson Five: Relationship Management Domain

### *Competency: Coach & Mentor*

- Coach and mentor: Sensing others' development needs and bolstering their abilities.



## Lesson Five: Relationship Management Domain

### *Competency: Coach & Mentor (cont.)*

- Coaching is:
  - Achieving results and excellence through your employees rather than personally taking care of issues.
  - Focusing on developing employees in order to achieve results rather than micro-managing.
- Large Group Discussion
  - To be a successful coach, what behaviors should you practice?
  - When might you use coaching?
  - What are the benefits of coaching for those being coached?



# Lesson Five: Relationship Management Domain

## *Competency: Coach & Mentor (cont.)*

- Mentoring is:
  - A system where one person shares their knowledge, skills and experience to assist others to progress in their own lives and careers.
  - About motivating and empowering the mentee to identify their own issues and goals and helping them to find ways reaching them.
- Large Group Discussion
  - In order to successfully carry out the mentoring responsibilities listed above, what behaviors should you practice?
  - When might you use mentoring?
  - What are the benefits of mentoring for those being mentored?





## Lesson Five: Relationship Management Domain

### *Competency: Conflict Management*

- Conflict management: Negotiating and resolving disagreements.
- Those who excel at conflict management:
  - Take time to understand different perspectives and work toward finding a common ground on which everyone can agree.
  - Acknowledge the views of all sides.
  - Redirect the energy toward a shared ideal or an agreeable resolution.



## Lesson Five: Relationship Management Domain

### *Competency: Conflict Management (cont.)*

- Interest-based Conflict Management
  1. Define the issue (the problem).
  2. Identify the interests underlying the issue.
  3. Look for common ground among the list of interests.
  4. Come up with a list of options (alternative solutions).
  5. Develop a set of standards for judging options (deciding on the solution).
  6. Evaluate options based on the standards and reach agreement (reach a decision by consensus).



# Lesson Five: Relationship Management Domain

## *Competency: Teamwork*

- Teamwork: The ability to work with others toward a shared goal, participating actively, sharing responsibility and rewards, contributing to the capability of the team. Ingredients/evidence:
  - Empathy
  - Helpfulness
  - Draw others into active commitment
  - Positive relationships
  - Respect
  - Cooperation
  - Build spirit
  - Pride of identity



## Lesson Five: Relationship Management Domain

### *Competency: Teamwork*

- Tables: Answer questions 1 and 2 on p. 30.



# Lesson Five: Relationship Management Domain

## *Competency: Inspirational Leadership*

- Inspirational leaders guide people to get the job done while bringing out their best.

*“Six Traits of Inspirational Leadership” (Lockwood 2021)*

- Behaves calmly under stress
- Shows integrity
- Shows their human side
- Develops talent
- Listens
- Shows resilience

<https://www.forbes.com/councils/forbescoachescouncil/2021/07/02/the-six-traits-of-inspirational-leadership/>



## Lesson Five: Relationship Management Domain

### *Competency: Inspirational Leadership*

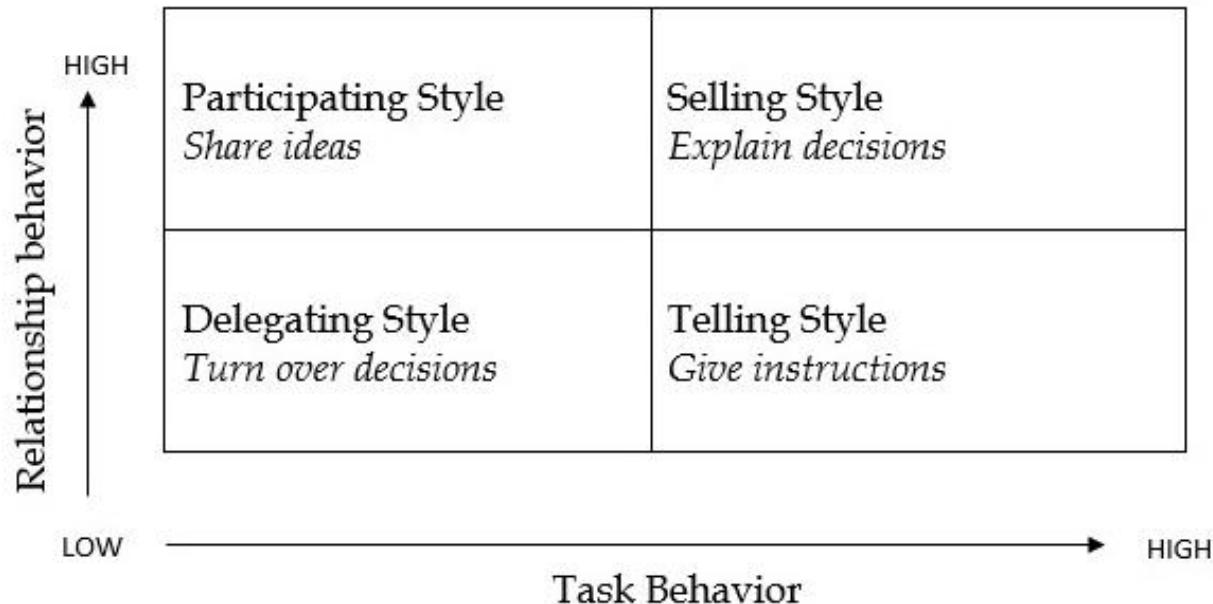
- Who inspires you? Reflect on real-life examples who exemplify the Key Qualities of Inspirational Leaders:
  - Focus on the group, not just your own success.
  - Walk your talk.
  - Be trustworthy.
  - Think outside the box.



## Lesson Six: Application

### *Using Personal Effectiveness to Drive Sustainable Change*

- How do Personal Effectiveness/EI Competencies drive Leadership Styles?
- How do you see yourself shifting among these styles from day to day?
- What do you think is your “default” style? Would others in your organization agree?





## Lesson Six: Application

### *Personal Effectiveness/El Domains*

- Tables: Think about what you have learned today, what your current skill level is in each area in the chart on page 34, and how you would like to grow.
- Share one development action with the large group.





## Easy ways to start your EI “practice”

- Name your emotions more often. Write them down or share them with a trusted partner or coach.
- Listen to other people with presence. Slow down your breathing while you listen and focus your attention on the words of the other person. Notice any emotions you are perceiving while listening.



## Easy ways to start your EI “practice”

- Share moments of vulnerability from your own life. Research has shown that leaders who talk about tough personal stories engender more trust and are perceived as more human and authentic.
- Start meetings by asking everyone a question like, "What was a personal highlight over the past week?" Listen and notice the feelings communicated when people speak.



## Easy ways to start your EI “practice”

- Offer people space to share emotions, especially when they have just navigated an emotionally charged interaction, by asking "How does this make you feel/how are you feeling right now?" and inviting every team member to respond.
- Use more feeling words yourself.



## Thank You

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