

LEADERSHIP AND EMOTIONAL INTELLIGENCE

Greg Hartmann

October 23, 2014

A bit about me

2

- Doctorate of Organic Chemistry
 - ▣ Southern Illinois University, Carbondale
- Monsanto Company
 - ▣ Joined in 1997
 - ▣ Director, Production Technology
 - Process Development
(chemical and biological)
 - Manufacturing Support
 - Catalyst Development
 - Process and Product Analytical
- Hobbies
 - ▣ Golf
 - ▣ Beer and wine making
 - ▣ Gardening
 - ▣ Travel



Outline

3

- Emotional Intelligence and Leadership
- Importance in Employee Engagement
- Keys
 - ▣ Self-Awareness
 - ▣ Social Awareness
 - ▣ Relationship Management
- Reduction to Practice
- Take Home Message

Emotional Intelligence...and everyone else

4

Philosophically speaking...

- When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.
- Dale Carnegie

Statistically speaking...

- Just think of how stupid the average person is, and then realize that half of them are even stupider.
- George Carlin

What does EI have to do with Leadership?

5

Personal Attributes

Motivate themselves

Keeps calm under pressure

Maintains positive attitude

Leaders

People
Projects
Functions
Thought

Organizational Impact

Influences & motivates others

Gains respect

Manages difficult situations

Leadership is key to Employee Engagement

Employee Engagement is key to a Successful Organization

6

Engagement with “The Organization”

- How engaged employees are with the organization as a whole, and by extension, how they feel about senior management.
 - ▣ Confidence in leadership
 - ▣ Trust
 - ▣ Fairness
 - ▣ Values
 - ▣ Respect

Engagement with “My Manager”

- Measure of how employees feel about their direct supervisors.
 - ▣ Feeling valued
 - ▣ Being treated fairly
 - ▣ Receiving feedback and direction
 - ▣ Strong working relationship between employee and manager based on mutual respect

My thoughts...

7

- Key EI areas
 - ▣ Self-Awareness
 - ▣ Social Awareness
 - ▣ Relationship Management
- Why? As scientists...
 - ▣ We are generally good at putting together strong technical arguments and expect that alone will influence the decision
 - ▣ We tend to not communicate at appropriate levels
 - ▣ We tend to think the data is enough

How is your Self-Awareness?

8

Your role as a leader

Set direction
and
React to crisis

How do you deal with challenges?

Establish a plan
and
work on solutions

Stress out
and
lay blame

How do you impact the team's attitude?

Frame it as a
chance to
improve

Create
“us vs. them”
thinking

Self-Awareness...example

9

- How many times in a meeting have you noticed someone non-verbally registering their opinion?
 - ▣ Shaking their head
 - ▣ Rolling their eyes
 - ▣ Shifting uncomfortably in their chair
- What signal are they sending?
 - ▣ Subordinates conclude this is not a credible position being discussed and will not support it
 - ▣ Superiors conclude they do not support the business direction
- Impact
 - ▣ Their team will be hard to motivate to meet the challenge
 - ▣ Leaders will question whether to give them more responsibility



Social Awareness

10

- Understand your team's concerns and perceptions of the business strategy.
 - They may not interpret changes the same way you do
 - Listen to their concerns
 - Correct mistaken perceptions
 - Incorporate them in the solution

As a leader, you can appear to be disinterested in the concerns of your team, alienate them and lose your credibility.

Social Awareness...example

11

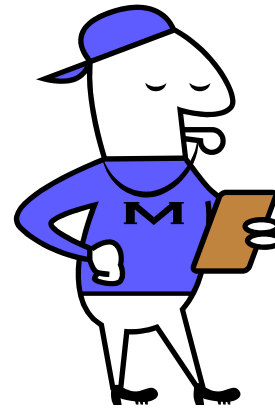
- Often, business strategies are the easiest to explain and deal with as a leader.

- But, the non-business related interactions can lead to biggest losses in your credibility.
 - ▣ Not everyone agrees with you...be careful how and when you express your “non-business” opinions
 - Politics
 - Religion
 - Climate change
 - Current events

Relationship Management

12

- Team players collaborate and give back to the team
- Build a network
 - ▣ Technical
 - ▣ Coaches
 - ▣ Mentors
- Build trust in team and across functions



These things need to be done ahead of time and can't wait until an issue arises.

Relationship Management...example

13

- ***Biggest issues are usually a result of either failing to plan for an event or making assumptions on who is responsible for an activity.***
- Understand the root of the problem and work through the issue
 - “Give and Take”
 - Ask for help so the team can move forward
- Refusing to “negotiate” will not result in a win
 - Projects suffer
 - Your reputation suffers

Reduction to Practice

14

- Think about your audience
- Offer solutions when seeking change
- Form connections
 - ▣ Learn something about someone
 - Favorite team or hobbies
 - Birthday
 - ▣ Volunteer to help and learn their perspectives
- Find a confidant
 - ▣ “Talk you off the ledge”
 - ▣ Bounce your thoughts/ideas off of them



Take home...

15

- Really try to understand the position of the person you are at odds with..they may not understand how it is impacting you
- Don't be afraid to express your thoughts...with tact
- Good leaders listen for understanding and communicate their thoughts
- All leaders are different and learn from their mistakes