



# Emotional Intelligence for Leaders

Goleman, D. (2011). What makes a leader? In *On Leadership*. Boston: Harvard Business Review Press.

## WHAT IS THIS RESOURCE?

Through the analysis of competency models from 188 companies, Goleman found that while intellect, big picture thinking, and long-term vision were important for leadership, the number one skill that made a leader shine was emotional intelligence. Emotional intelligence may not be intuitive for everyone, but it is a skill that can be learned through hard work and dedication.

## WHAT ARE THE CRITICAL FINDINGS?

### THE 5 COMPONENTS OF EMOTIONAL INTELLIGENCE:

- 1 SELF-AWARENESS** ▶ Know your emotions, strengths, weaknesses, values, and goals – and their impact on others
- 2 SELF-REGULATION** ▶ Control or redirect disruptive emotions or impulses
- 3 MOTIVATION** ▶ Be driven to achieve for the sake of achievement
- 4 EMPATHY** ▶ Consider others' feelings, especially when making decisions
- 5 SOCIAL SKILL** ▶ Manage relationships to move people in desired directions

### How This Looks in Action:

People who control their feelings and impulses create environments of trust and fairness. It sharply reduces politics and infighting and raises productivity. Self-regulation has a trickledown effect: fewer bad moods at the top mean fewer throughout the organization.

Leaders with empathy do more than sympathize with people around them: They use their knowledge to improve their organization in subtle but important ways. They develop and keep good people. They sense how to give effective feedback, and they know when to push for better performance and when to hold back.

### Tips for Learning Emotional Intelligence:



- Focus trainings on managing feelings, impulses, and drives
- Create individualized approaches to break old behaviors and establish new ones
- Videotape interactions and ask for feedback
- Observe leaders who display emotional intelligence and mimic their behavior
- Enlist a coach or mentor for help

## WHAT ARE THE IMPLICATIONS FOR OUR WORK?

Fast-paced, stressful, and chaotic child welfare environments benefit from a focus on emotional intelligence. Strengthening leaders' emotional intelligence will help them build relationships, maintain a positive environment, and model behaviors for fellow employees and families. Other tools for developing leadership can be found at [ncwwi.org](https://www.ncwwi.org).