



Developing the Emotionally Intelligent Leader

‘Only Connect’ Conference

March 11th 2015

...or...



‘Knowing me, Knowing you...
ah hah..!’

1976

Aims and Outcomes

- Recognising the benefits of emotional intelligence (EI) in leadership.
- Understanding the challenges in attaining EI.
- Considering effective EI strategy.
- Considering your views.

NAHT Work-life Balance Survey

- French and Daniels in 2008...!?
- 3000 headteachers surveyed.
- 86% claimed to experience work-related stress.
- 77% considered workload 'out of control.'
- 94% found it difficult to balance their private life with work.

When we can no longer change a situation, we are challenged to change ourselves.

(Viktor Frankl, cited in Covey 2005: 19)

If you want small changes, work on your behaviour; if you want quantum-leap changes work on your paradigms.

(Covey 2005: 8)

Effective leadership is not just a job; it is a complex interaction between a range of personal and professional qualities and experiences.

(West-Burnham & Ireson 2005: 5)

EI and Leadership Effectiveness

The Leadership Competency 'Clusters':

1. Cognitive/intellectual ability: systems thinking
2. Self-management/intrapersonal ability: adaptability
3. Relationship management: networking

Goleman cited in Boyatzis & Howard 2003

81% of the competencies that distinguish outstanding leaders are related to clusters 2 and 3.

The EI competencies.

Leadership Development and Personal Effectiveness

West-Burnham & Ireson 2002

Leadership development is
symbiotic with personal
growth.

Authenticity is the interaction
of values, language and the
capacity to act.

Complex interactions involve
deep and profound learning

Effective leadership is rooted
in personal authenticity.

Becoming authentic is an
emergent process – complex
interactions over time.

The Reservoir of Hope – West-Burnham

A key dimension in the promotion
of moral, interpersonal and
transformational leadership?..

...those aspects of the human
experience that 'motivate, sustain
and nourish' over and above the
normal patterns of work.

(Secular or non-
secular)
Spirituality.

...a store of personal resources that
can be called upon to make
leadership 'authentic and enduring.'

Replenishing and Sustaining the Reservoir...

The 'honey-moon' effect of typical EI training.

Boyatzis & Howard 2003

1. Who do I want to be?
2. What are my current strengths and gaps?
3. How can I build on my strengths while reducing my gaps?
4. What actions do I need to take?
5. Who can help me?

West-Burnham and Ireson
2005

Life-style planning;
reflecting on the
foundations of
successful living –
methods, structures
and options.

Neal 2001

1. Kindness
2. Generosity
3. Stillness, simplicity & contentment
4. Truthfulness
5. Mindful awareness

The 'Magnificent 7' Precepts

'Paying attention in a particular way; on purpose, in the present moment, and non-judgementally.'

Mindfulness

The Five Hindrances

1. Ill-will
2. Sensory awareness
3. Anxiety and restlessness
4. Sloth and Torpor
5. Doubt and indecision

Equanimity

Skillful v Unskillful behaviour

Radar - GAP - Response

Acceptance + Optimism = Insight

1. Gain and Loss = Generosity
2. Praise and Blame = Truth
3. Fame and Infamy = Individuality
4. Confidence and Concern = Abundance

The Worldly Winds

Wise v Unwise attention

Acceptance that life is:
Conditional
Impermanent
Unsatisfactory

Positive conditioning

1. Understand the individual
2. Attend to little things
3. Keep commitments
4. Clarify expectations
5. Show personal integrity
6. Apologise sincerely

The Emotional Bank Account

'The Right View Radar'
Awareness
Balance
Compassion

Mindful Matters...

Breathe gently 3 times and...

In breath – ‘I am aware of my eyes’

Out breath – ‘I smile at my eyes.’

Choose other parts of your body

In breath – ‘Bring peace into your heart’

Out breath – ‘Push tension from your body’

...Simply return to yourself.

Stop thinking, breathe and smile.

What does walking mindfully
feel like?..

...ask yourself ‘what is not
wrong?’

...look at anything natural – a plant,
tree or the sky.

Enjoy looking as you follow your
breath.

‘Stop-Drop-Go’ – go to your
shoulders. Identify tension? Drop
the shoulders. Now go...

Observe yourself running
smoothly...make a
moment...pause

Perhaps read, 'Life with Full Attention'
by Matrieyabandhu

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Perhaps try 'Stillness
Buddy?'