

Reflective questions:

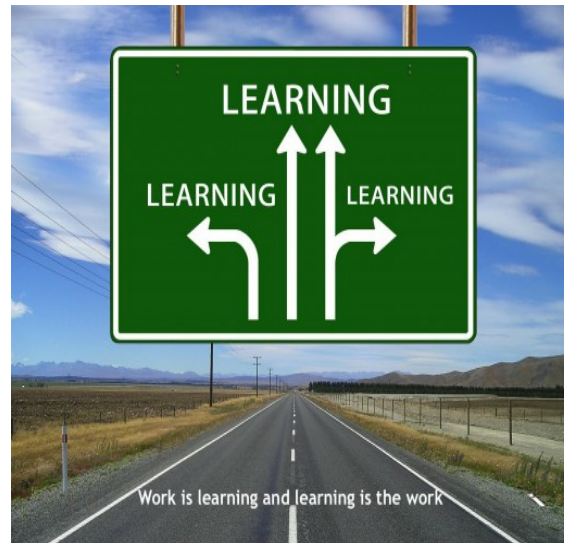
How important is Emotional Intelligence as a leader and manager of a team?

How could you use your own knowledge around your emotional intelligence to increase the performance of your team?

Are there any triggers in a work context that test your own emotional intelligence?

Neuro & Mindful Leadership – Think & Act Like A Leader

Locus of control:
owning your actions v fate

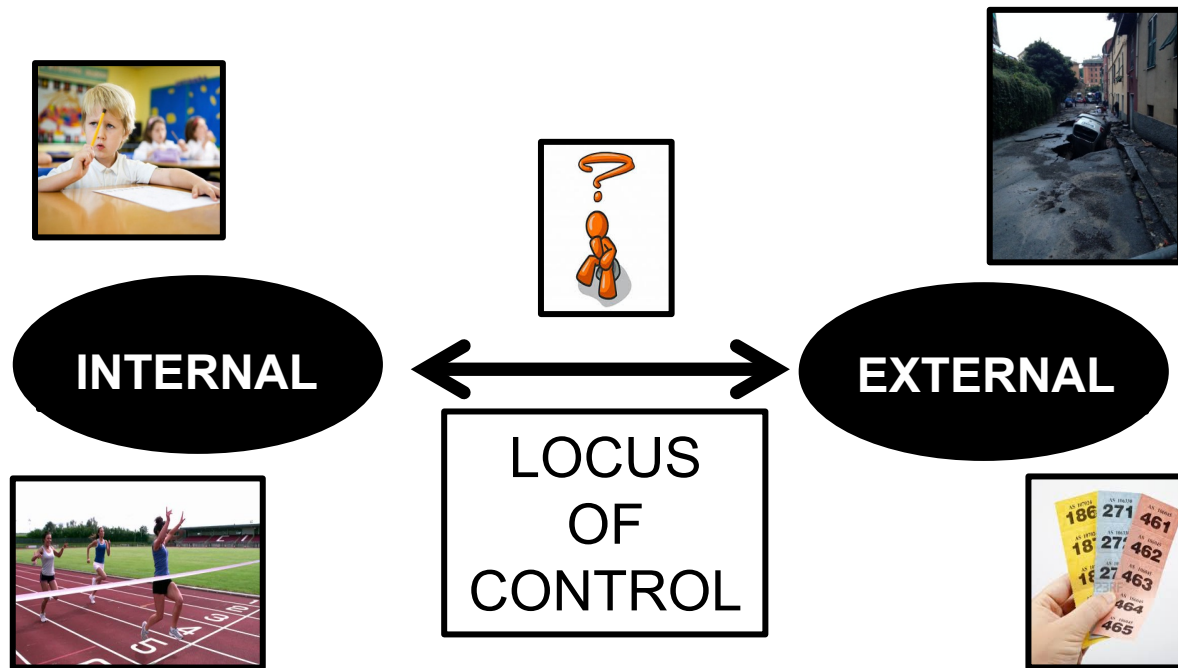


Leadership &
Emotional Intelligence

“If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.” - Daniel Goleman

LOCUS OF CONTROL: OWNING YOUR ACTIONS VS FATE

WHAT IS LOCUS OF CONTROL?



A DEFINITION OF LOCUS OF CONTROL



Rotter,
1966

Individuals differ in the degree to which they appraise events as:

- a consequence of their own actions (**internal control**)
- the outcome of chance or others' will (**external control**)

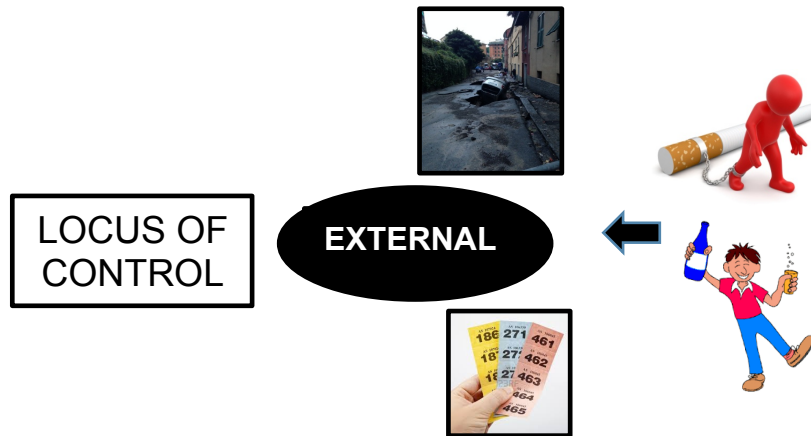
AN INTERNAL LOCUS OF CONTROL IS ASSOCIATED WITH...

Individuals with an internal LoC seem to live a more

- successful
 - happier
 - healthier
- } life

AN EXTERNAL LOCUS OF CONTROL IS ASSOCIATED WITH...

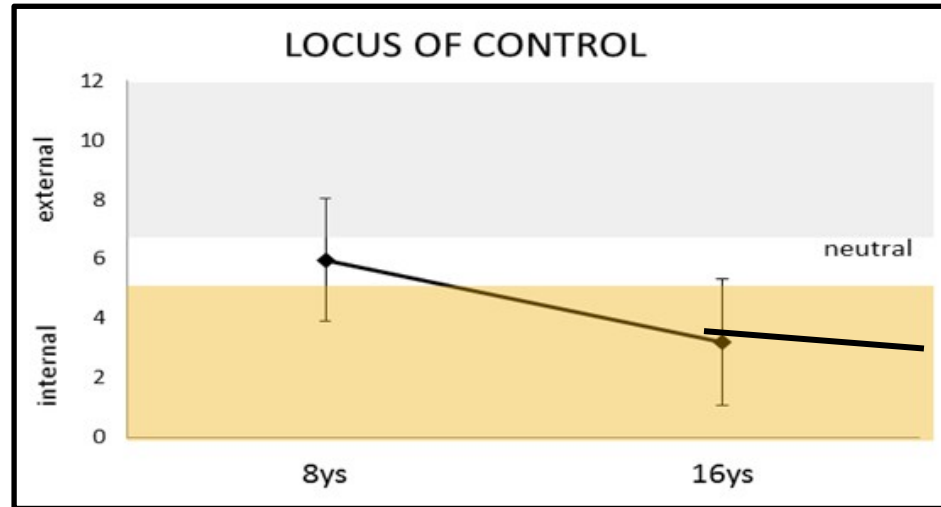
Our hypothesis was that dependency on substances such as nicotine and alcohol were more likely in individuals with an external locus of control.



Having an **external** locus of control at age 16 is associated with **increased** likelihood of subsequent **tobacco and alcohol consumption**.

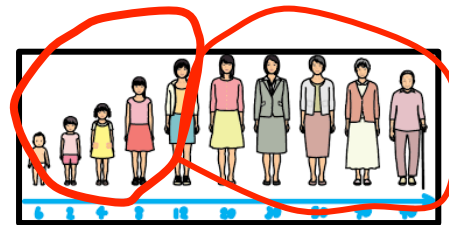
Locus of control may represent an intervention target for preventing the development of substance use and dependence.

LOCUS OF CONTROL ACROSS THE LIFESPAN



Lassi et al., *Under review*

**Locus of control changes
and locus of control can be
changed!!!**



LOCUS OF CONTROL, DECISION-MAKING, LEADERSHIP STYLE

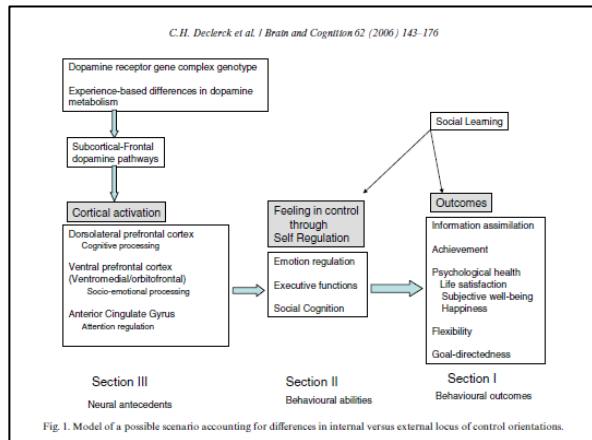
A series of studies that examined the locus of control among managers found that managers with an internal locus of control:

- ↑ more self-confidence in their ability to influence their environment;
- ↑ coping with stressful situations;
- ↑ innovative and daring organizational strategies;
- ↑ organizational performance;
- ↑ decision capacity.

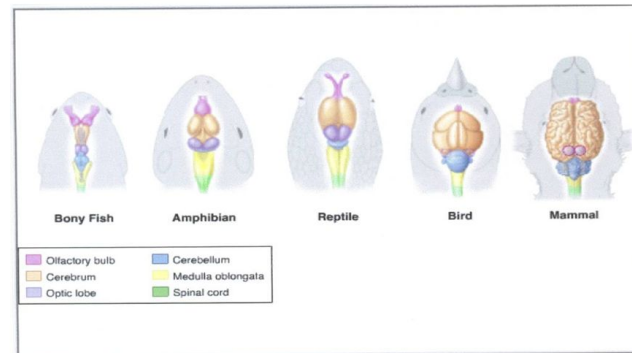
than managers with an external locus of control



NEUROANATOMY OF LOCUS OF CONTROL



Vertebrate Brains

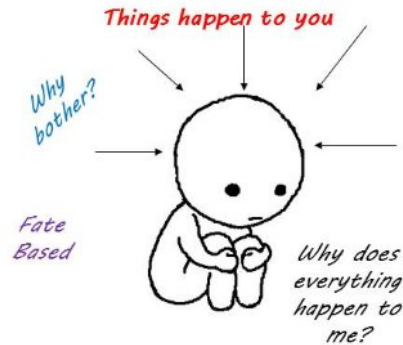


Mesocorticolimbic system: the brain is like a car with brakes. The limbic system acts like a powerful accelerator (take risks, act on impulse and seek novel experiences). The cortical areas are in charge of control planning and reasoning and is connected with the limbic system.

LOCUS OF CONTROL AND MOTIVATION



INTERNAL LOCUS OF CONTROL



EXTERNAL LOCUS OF CONTROL

Knowing that our locus of control can be modified gives us the motivation to take responsibility and embrace opportunities

Daniel Goleman first brought ‘**emotional intelligence**’ to a wide audience with his **1995** book of that name.

He found that while the qualities traditionally associated with leadership such as **intelligence, toughness, determination and vision are required for success, they are insufficient.**

Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes:

- ◆ **Self-awareness**
- ◆ **Managing emotions**
- ◆ **Motivating oneself**
- ◆ **Empathy**
- ◆ **Social Skill**



Take 15 minutes to discuss the following key areas and what they mean to you as a leader and manager. Your group is indicated in Green on the right hand side of the white board.

- ◆ **Self-awareness**
- ◆ **Managing emotions**
- ◆ **Motivating oneself**
- ◆ **Empathy**
- ◆ **Social Skill**

Self-awareness

The ability to recognise what you are feeling, to understand your habitual emotional responses to events and to recognise how your emotions affect your behaviour and performance.

When you are self-aware, you see yourself as others see you, and have a good sense of your own abilities and current limitations.

E.I. Component - Self-awareness

Definition	Hallmarks	Example
<p>Knowing one's emotions, strengths, weaknesses, drives, values, and goals – and their impact on others</p>	<ul style="list-style-type: none"> ◆ Self-confidence ◆ Realistic self-assessment ◆ Self-deprecating sense of humour ◆ Thirst for constructive criticism 	<p>A manager knows tight deadlines bring out the worst in him. So he plans his time to get work done well in advance.</p>

Managing emotions

The ability to stay focused and think clearly even when experiencing powerful emotions. Being able to manage your own emotional state is essential for taking responsibility for your actions, and can save you from hasty decisions that you later regret.

E.I. Component - Managing emotions

Definition	Hallmarks	Example
<p>Controlling or redirecting disruptive emotions and impulses</p>	<ul style="list-style-type: none"> ◆ Trustworthiness ◆ Integrity ◆ Comfort with ambiguity and change 	<p>When a team botches a presentation, its leader resists the urge to scream. Instead, she considers possible reasons for the failure, explains the consequences to her team, and explores solutions with them.</p>

Motivating oneself

The ability to use your deepest emotions to move and guide you towards your goals. This ability enables you to take the initiative and to persevere in the face of obstacles and setbacks.

E.I. Component - Motivating oneself

Definition	Hallmarks	Example
<p>Being driven to complete a task</p>	<ul style="list-style-type: none"> ◆ A passion for the work itself and for new challenges ◆ Unflagging energy to improve ◆ Optimism in the face of failure 	<p>A portfolio manager at an investment company sees his funds tumble for three consecutive quarters. Major clients defect. He keeps in cause rather than being in effect and blaming external circumstances. His highest motivator is making money. He therefore decides to learn from his experiences and reset his goal to engineer a turnaround.</p>

Empathy

The ability to sense, understand and respond to what other people are feeling. Self-awareness is essential to having empathy with others. If you are not aware of your own emotions, you will not be able to read the emotions of others.

E.I. Component - Empathy

Definition	Hallmarks	Example
<p>Considering others' feelings, especially when making decisions</p>	<ul style="list-style-type: none">◆ Expertise in attracting and retaining talent◆ Ability to develop others◆ Sensitivity to cross-cultural differences	<p>A consultant and her team pitch a project to a potential client in Japan. Her team interprets the client's silence as disapproval, and prepares to leave. The consultant reads the client's body language and senses interest. She continues the meeting and her team gets the job.</p>

Social Skill

The ability to manage, influence and inspire emotions in others.

Being able to handle emotions in relationships and being able to influence and inspire others are essential foundation skills for successful teamwork and leadership.

E.I. Component - Social Skill

Definition	Hallmarks	Example
<p>Managing relationships to move people in desired directions</p>	<ul style="list-style-type: none"> ◆ Effectiveness in leading change ◆ Persuasiveness ◆ Extensive networking ◆ Expertise in building and leading teams 	<p>A manager wants his company to adopt a better Internet strategy. He finds kindred spirits and assembles a de facto team to create a prototype Web site. He persuades allies in other divisions to fund the company's participation in a relevant convention. His company forms an internet division and puts him in charge of it.</p>

Instruction Manual for the Business Mind
To help you *'think and act like a leader'*

