

“IFYOU’RE LOOKING FOR THE PLAYS AND STRATEGIES TO RAISE
EMOTIONAL INTELLIGENCE, THIS IS THE HANDBOOK.”

—Jack Canfield, co-creator of *Chicken Soup for the Soul*
and co-author of *The Success Principles*



LEADING — WITH — EMOTIONAL INTELLIGENCE

**HANDS-ON STRATEGIES
FOR BUILDING CONFIDENT and
COLLABORATIVE
STAR PERFORMERS**

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Taking the Nadler EI Self-Assessments

Thank you for your interest in assessing your Emotional Intelligence (EI). In leadership development and succession planning one of the first places to start is with the Emotional Self Awareness cluster below. These assessments zero in on your Accurate Self-Assessment, knowing your strengths and development areas and being able to leverage that information into an action plan.

The model is based on the research of Daniel Goleman, Richard Boyatzis, Annie McKee and the Hay Group as portrayed in the *Primal Leadership: Realizing the Power of Emotional Leadership* and Goleman and Cherniss 's *The Emotionally Intelligent Workplace*..

Dr. Relly Nadler has developed 100's of hands-on tools in his *Leading with Emotional Intelligence: Hands-On Strategies for Building Confident and Collaborative Star Performers* and the EI Star profile and Derailer Detector are from his award winning book. Below are the EI competencies you will be assessing with EI Star Profile.

The 21 Competencies of Emotional Intelligence

PERSONAL		SOCIAL	
<u>Self-Awareness</u>		<u>Social Awareness</u>	
<ul style="list-style-type: none">• Emotional Self-Awareness• Accurate Self-Assessment• Self-Confidence		<ul style="list-style-type: none">• Empathy• Organizational Awareness• Service Orientation	
<u>Self-Management</u>		<u>Relationship Management</u>	
<ul style="list-style-type: none">• Emotional Self-Control• Trustworthiness• Conscientiousness• Adaptability• Achievement Orientation• Initiative• Optimism		<ul style="list-style-type: none">• Influence• Inspirational Leadership• Developing Others• Building Bonds• Teamwork and Collaboration• Conflict Management• Communication• Change Catalyst	

(Adapted from Cherniss and Goleman, 2001, Goleman, Boyatzis and McKee, 2002)

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It is important that you take the Self-Assessments, the EI Star Profile and the Derailer Detector first and have others complete them anonymously, if you choose to give it to them. This will provide you the most honest feedback. Have individuals complete the assessments without their names and place them in a large envelope or give them to your secretary or assistant to place in an envelope. You may wish to ask another person to collect and score the assessments, such as your assistant, human resource professional, or a coach. The people completing the surveys need to know that you want this feedback for your leadership development and that it is crucial they are as honest as possible. Also inform them that all of the scores will be anonymous and grouped together.

EI STAR PROFILE

This assessment gives you many options to assess your emotional intelligence and/or your direct reports emotional intelligence. It can allow you to see if your top competencies align with what your direct reports see as most important for you. Also you will see how you are doing on these competencies.

There is a tendency to over estimate yourself on the Star Profile. Really think about how often you do these behaviors. To do some of these behaviors 50% of time is challenging and would be 5. To do something 80% of time or an 8 truly means you have mastered that behavior. This tips you into the top 10%. A collection of these “Tipping Points” helps you go from good to great.

RANK YOURSELF:

- Select which ten competencies are the most important for your position; those would be ranked with a one.
- Rank yourself on each competency, keeping in mind how frequent you do this behavior. Remember if you only do it 50% of the time that is a 5, 80% of the time is an 8.

RANK YOUR DIRECT REPORTS:

- Select which ten competencies are the most important for your direct reports' position; those would be ranked with a one.
- Rank your direct report on each competency, keeping in mind how frequent they do this behavior. Remember if they only do it 50% of the time that is a 5, 80% of the time is an 8.

ADDITIONAL OPTIONS:

- 360 feedback: Use the EI Star profile to get 360 degree feedback. Copy the assessment and have your direct reports, boss, peers, others or family members rank you on the competencies using the “Other” column.

- Have your boss and direct reports pick which are the top ten competencies they think are most important for your position. Compare and discuss the alignment with what you have.

DERAILER DETECTOR

This assessment gives you 4 options to assess your career “derailers” for you and your direct reports. Each organization has a different climate and some may tolerate these derailers more than others, so the risk factors can vary.

RANK YOURSELF:

- Rank your self on each derail, keeping in mind how frequent you do this behavior, 1 = almost never, 2 = once very three months, 3 = once a month.

RANK YOUR DIRECT REPORT

- Rank your direct report on each derail, keeping in mind how frequent you do this behavior, 1 = Almost never, 2 = Once very three months, 3 = Once a month.

ADDITIONAL OPTIONS:

- 360 feedback: Use the Derailer Detector to get 360 degree feedback. Copy the assessment and have your direct reports, boss, peers, others or family members rank you on the derailers using the “Other” column.
- Have your boss and direct reports rank you on the Derailer Detector. Compare and discuss the alignment with what you have.

SCORING:

- Ideally have someone else score the assessments and average all the scores together so you get an average on each question. You could have your assistant, human resource professional, coach or a co-worker do that. If not possible you can average the scores yourself.

After You Receive the Assessment Results

Next Steps:

- Use the Star Action plan to respond to questions in the Action Plan document.
- Look for themes that you see in the results, such as overusing your strengths or not taking enough initiative.
- Discuss the results with your boss or coach.

INTERACT WITH THE RATERS:

- Thank them for their time for completing the assessments.
- With your team and boss - Tell them the two keys development actions you will be focusing on and why. You may also engage peers or others if it is beneficial. .
- Use the *Leading with Emotional Intelligence* book and *Leadership Keys Field Guide* to come up with specific behaviors or actions you can begin to implement.
- Ask your team and boss if they have any ideas on things you can do which would allow you to demonstrate how you are making real changes.
- In about 4 weeks bring up the things you are working on again with your boss and team and ask if they see progress. Ask for their support on any other actions you might take that will demonstrate effective growth and change. Repeat this conversation with your boss and team **once a month for four months**. You can also retake the assessments in 6 months to see changes and progress you have made.

WHERE TO START?

Look first for your two areas to focus on anything that is a 1 in importance and you are **almost** at the tipping point, this would be a 6 or 7. The **almost areas** are a great place to start as you know what to do but probably aren't doing the behavior enough. It is the easiest win for you. Both the "exceeds expectations" exerciser and "meets expectations" exerciser know how to exercise, the "exceeds expectations" exerciser just does it more often about 5 times week. That metaphor works here, figure out first what you need to do **MORE OF?**

Second if you have any derailers that are a 3, you must focus on reducing that behavior. These derailers can **TRUMP** all the good EI work you are doing. If you have 2-3 derailers in the 3 rating make your plan to stop them. Your boss, colleague or an executive coach can help if you are not aware when these behaviors occur or they happen so fast you can't stop them. Your team can also be a support and accountability when you tell them what you are focusing on. Chapter Two in *Leading with Emotional Intelligence* has some good exercises that can help you put the "brakes on" with these derailers.

If you ask your team, peers or boss for strategies remember to not defend or deny. Just take it in, say thank you and then decide for yourself how valid is the feedback. Focusing on one competency can often help raise other competencies. Focus and attention are the fuel that changes your brain. Good luck.

E.I. Star Profile

Below are the behaviors that stars do regularly. Read through each competency and decide for your position or the person you are rating how important each competency is for that position. A 1 signifies it is very important “a must” for you to be a star, a 2 signifies it is important, but not a must, a “3” is it is not necessary in your position. **You can only have 10 number ones (1).** Then rate yourself and a direct report on how much of a habit these behaviors are for you both. To be a star you must do the behavior regularly or 80% of the time, that would be an 8 for the rating. Doing the behavior 50% of the time would be a 5 rating. You can also have your peers, your boss or others rate you.

Competency	Importance	Self	DR	Others
Self-Awareness	Self / DR/Others	1-10	1-10	1-10
1. Emotional self-awareness: Recognizes feelings and how they affect them and their job performance.				
2. Accurate self-assessment: Recognizes strengths and shortcomings and focuses on how to improve				
3. Confidence: Speaks in an unhesitating and self assured manner				
Self-Management				
4. Self-Control: Stays calm, unflappable and clear headed in high stress situations				
5. Trustworthiness: Openly admits faults or mistakes and confronts unethical behavior				
6. Adaptability: Comfortable with ambiguities and adapts to new challenges				
7. Conscientiousness: Takes personal responsibility to make sure that tasks are completed				
8. Achievement Orientation: Works through obstacles and takes risks to meet their challenging goals to continually improve				
9. Initiative: Seizes or creates opportunities for the future				
10. Optimism: Are resilient, sees opportunities in setbacks				

Social Awareness	Importance Self/ DR/Others	Self 1-10	DR 1-10	Others 1-10
11. Empathy: Understands others perspectives, open to diversity				
12. Organizational Awareness: Understands the political forces and unspoken rules at work				
13. Service Orientation: Proactive about customer satisfaction and addresses underlying needs				
Relationship Management				
14. Developing Others: Gives timely and constructive feedback and mentors				
15. Inspirational Leadership: Communicates a compelling vision, inspires others to follow				
16. Influence: Finds the right appeal to build buy-in, develops a network of indirect influences				
17. Change Catalyst: Leads change efforts and champions the new initiative				
18. Communication: Effective give and take with others, continually fine tune their delivery				
19. Building Bonds: Builds strong networks and uses them for answers and support				
20. Conflict Management: Understands all sides and finds common ideals to endorse				
21. Teamwork and Collaboration: Encouraging and draws others into active commitment to the collective effort				

Number of stars, rated 8 and over

Cluster	Self	DR	Others
Self-Awareness			
Self-Management			
Social Awareness			
Relationship Management			
TOTAL			

Adapted from Goleman, D., Boyatzis, R. and McKee, A. (2002) Primal Leadership: Realizing the Power of Emotional Intelligence, Boston, MA. Harvard Business School Press. Used with Permission.

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Derailer Detector

Rank yourself and a direct report (DR) honestly on these behaviors, 1= Almost never happens, 2 = Happens once every three months, 3 = Happens once a month or more often. You could also have others rate you.

You		DR/Others
<input style="width: 50px; height: 20px;" type="text"/>	1. Smartest Person in the room syndrome- Have to be right all the time, married to your own ideas and are not open or distrusts new ideas	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	2. Lack of Impulse control – Emotionally reactive, volatile, abrasive and follow urges to an unhealthy extreme	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	3. Drives others too hard – Micromanage and take over rather than delegate	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	4. Perfectionism – Sets unrealistic goals, Reject criticism	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	5. Defensive - Blame others, inflexible and are argumentative	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	6. Risk averse – Lacks courage to take risks	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	7. Failure to learn from mistakes – Same kind of mistakes show up	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	8. Lacks insight into others – Can't read others emotions or reactions	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	9. Doesn't ask for feedback – Miss opportunities to include others for better decisions	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	10. Self-promotion- Attention seeking, overlook others accomplishments for own recognition	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	11. Lack of Integrity – “Unhonest” with self and then others, omit and minimize	<input style="width: 50px; height: 20px;" type="text"/>
<input style="width: 50px; height: 20px;" type="text"/>	12. Fail to adapt to cultural differences – Do not change your leadership style appropriately	<input style="width: 50px; height: 20px;" type="text"/>

<input type="text"/>	13. Indirect with others – Do not give the hard feedback or make the difficult decisions about people	<input type="text"/>
<input type="text"/>	14. Approval dependent – Need too much approval before making decisions	<input type="text"/>
<input type="text"/>	15. Eccentricity – Unpredictable and odd in your behavior	<input type="text"/>
<input type="text"/>	16. Mistreats others – Callous, demeaning or discounting to others and their needs	<input type="text"/>
<input type="text"/>	17. Self-Interest – Acts in self-interest instead of the interest of the whole organization or larger group	<input type="text"/>
<input type="text"/>	18. Insular – Disregard of health and welfare of group outside the responsibility of your organization or team	<input type="text"/>

Count up your number of 2's and 3's

	Self	Direct Report
2's =		
3's =		

Three or more (2's) = Warning signs for Derailers

Two or more (3's) = At risk to you and the organization

Adapted from Leslie and Van Velsor (1996) A Look at Derailment Today, Center for Creative Leadership, Byram, Smith and Paese (2002) Grow Your Own Leaders, Kaplan (1991) Beyond Ambition, Dotlich and Cairo (2002) Why CEOs Fail, Kellerman (2004) Bad Leadership and Lipman-Blumen (2005) The Allure of Toxic Leadership

The good news is Emotional Intelligence can be learned. Doing a few micro-initiatives can create macro-impact for you and your organization. See the Action Plan document and Leading with Emotional Intelligence book for actions and strategies to develop yourself and others.

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Star Performer Action Plan

Read through the **E.I. Star Profile Assessment**, the **Derailer Detector Test**, and answer the following questions to help you develop your **Star Performer Action Plan**.

Remember, you only need to do a few things better to go from good to great. Start with what you are already good at. Micro-initiatives can make a macro impact.

Which competencies are a 1 a “Must have” for your position and you currently perform ALMOST as a Star Performer, your 6’s and 7’s that you would like to improve even more?

- 1.
- 2.
- 3.

Are there any critical derailers you identified 3’s or 2’s? What are they?

- 1.
- 2.
- 3.

How would you bring your strengths, your 8’s and over into your development areas, your ALMOSTS and any derailers?

- 1.
- 2.
- 3.
- 4.

What resources do you need to make this happen (e.g., training, feedback from your boss or direct reports, etc.)?

- 1.
- 2.
- 3.

Who can support you and hold you accountable?

- 1.
- 2.
- 3.

What can they do to support you (i.e., specific actions)?

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- 1.
- 2.
- 3.

How might you sabotage your efforts and best intentions?

- 1.
- 2.
- 3.

What will be your first steps in this plan?

- 1.
- 2.
- 3.

Share this plan with your support people.

When will you check back with them and ask if they have noticed any changes and for some more feedback? Put down four dates each one month apart that will share your progress and ask for their feedback.

- 1.
- 2.
- 3.
- 4.

Remember the more you talk about your changes you are making the better chance they may notice them. It allows you to be more committed and they can support your progress. Good luck!