



Taming Your Nature: Using Your Emotional Intelligence for HR Success

*How Your Emotional Intelligence
Can Enhance Your HR Effectiveness in the
Organizational Jungle*



Helping Build and Sustain GREAT Organizations!

Jeffrey L. Russell



Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda, specializes in helping leaders build productive, supportive, and motivating work environments. *RCI* helps companies develop their leadership and strengthen team performance to achieve their

great performance goals and outcomes. By guiding the exploration of key values held in common by organizational members and developing strategies and actions to express these values-in-action, *RCI* helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, *RCI* enhances long-term organizational effectiveness and performance.

Consulting Expertise

Jeff consults with public and private organizations in the areas of:

- balanced scorecards/dashboards
- customer and employee focus groups
- developing leadership
- employee job engagement surveys
- employee retention programs
- Future Search conferences
- leading and implementing change
- organizational design
- self-managed teams
- systems thinking applications for business
- team assessment and intervention
- total quality management
- training needs assessment
- visioning and strategic planning

Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- difficult conversations
- decision making and problem solving
- emotional intelligence
- leadership and strategic thinking/planning
- leading change
- managing conflict and win/win negotiations

- fearless performance reviews
- performance management and coaching skills
- team building fundamentals
- team leadership and facilitation skills
- total quality tools and techniques
- train the trainer
- world-class customer service

Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison, UW-Milwaukee, and UW-Green Bay. He is also on the teaching faculty of the UW-Madison, UW-Milwaukee and UW-Green Bay Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming *RCI*, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ♦ ASTD International Conferences — 2001 through 2011
- ♦ Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, and 2009
- ♦ 2005 Minnesota Quality Conference
- ♦ Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, and 2012
- ♦ Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, and 2012
- ♦ American Society for Public Administration Annual Conference, 2005
- ♦ National Staff Development and Training Association 2011 Annual Conference
- ♦ *Leading Change*, Shanghai, China, 2005

Jeff and his wife Linda have co-authored a number of management books including ***Leading Change Training, Strategic Planning Training, Change Basics, Strategic Planning 101, Ultimate Performance Management, and Fearless Performance Reviews*** (forthcoming 2013, McGraw-Hill).



Helping Create and Sustain GREAT Organizations!

1134 Winston Drive

Madison, Wisconsin 53711-3161

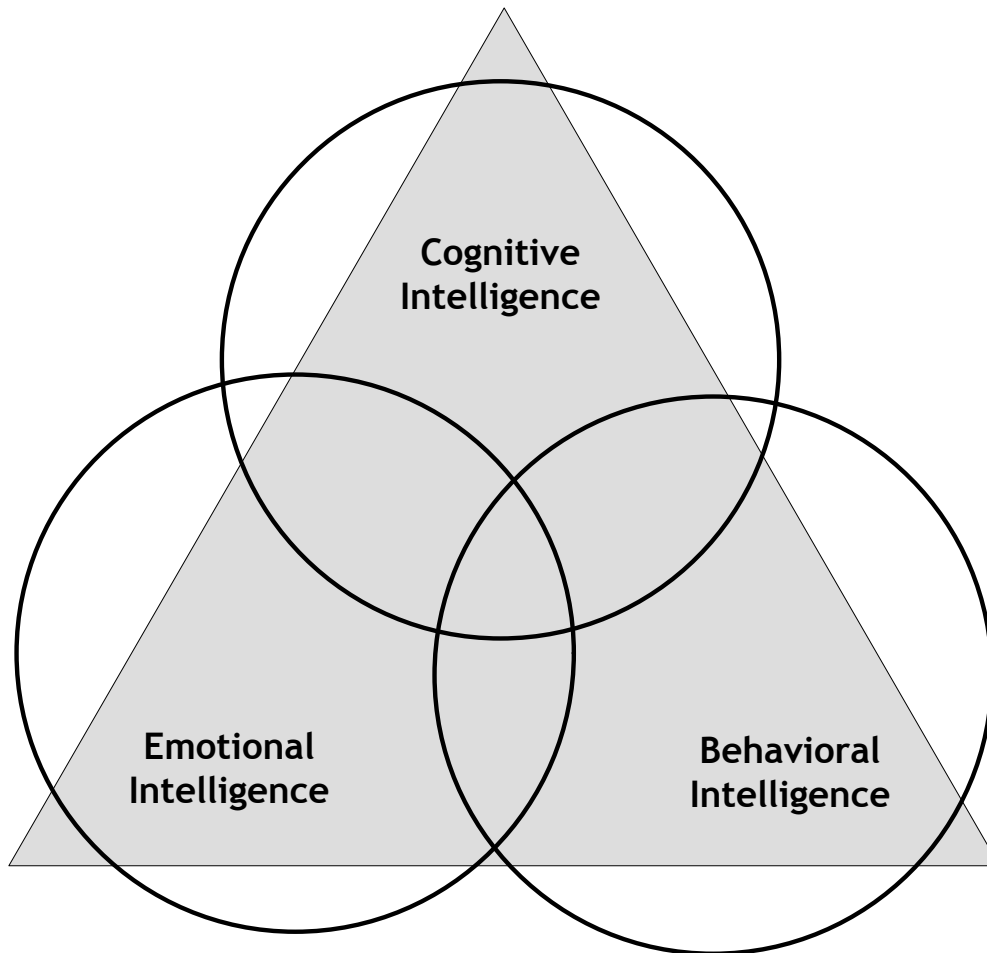
tel (608) 274-4482

fax (608) 274-1927

RCI Online: www.RussellConsultingInc.com

E-mail: Jeff@RussellConsultingInc.com

The Three HR Intelligences for Navigating the Wilds of Our Organizational Jungles . . .



Emotional Intelligence

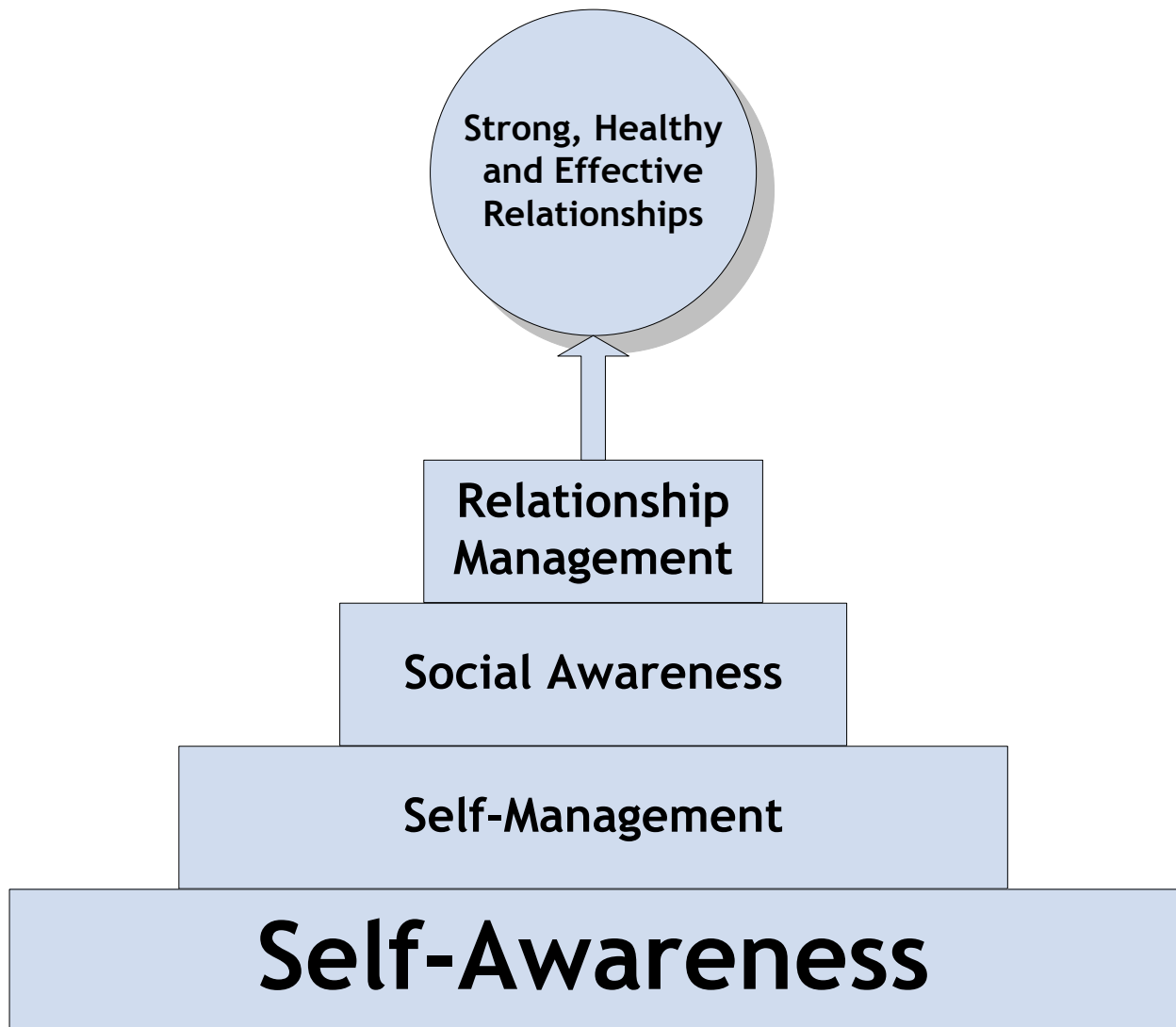
Emotional intelligence is the ability to understand one's own _____ make-up and the emotional make-up of _____ and to use insight from this knowledge to effectively manage and _____ one's own emotions to make good decisions and to _____ effectively in relation to others.

Why Emotional Intelligence Matters

- Technical competence or intellectual heft (IQ) enables individual proficiency in job performance, but contributes little to the individual's capacities to work effectively with others. Technical expertise or intellectual brilliance may look good on a resume but can lead to insularity, narrow-minded thinking, and an inability to honor/integrate diverse talents and perspectives through collaboration.
- Emotional intelligence proved to be twice as important as technical skills or IQ in achieving excellent performance (Goleman, "What Makes a Leader," Harvard Business Review, Nov./Dec. 1998).
- In a study of "failed" leaders, the Center for Creative Leadership identified that key causes of the leader's failure was (a) rigidity/inflexibility in the face of change and (b) inability to manage relationships with peers, staff, and customers (Leslie and van Velsor, "A Look at Derailment Today." Center for Creative Leadership, 1996).
- When comparing "star" performers with average ones in senior leadership positions, 90% of the difference was identified as due to emotional intelligence factors. (Goleman, "What Makes a Leader," Harvard Business Review, Nov./Dec. 1998).
- From 50 to 70% of an organization's "climate" is directly related to the leader's behavior — and research suggests that an organization's climate accounts for 20 to 30% of the organization's performance (Goleman, *Primal Leadership*, Harvard Business School Press, 2002, pp. 17-18).
- Effective CEOs/presidents demonstrate emotional intelligence behaviors from 2 to 7 times more often than those who were passed over for the CEO/president position (research by McBer and Company, 1999):

Emotional Intelligence Behaviors	Number of Times this Competency was Displayed as Compared to Those Who Were Passed Over
Self-control	7 times more often than those passed over
Empathy	3 times more often
Self-confidence	2 times more often
Achievement orientation	2 times more often

The Four Dimensions of Emotional Intelligence



Adapted from *Primal Leadership: Realizing The Power of Emotional Intelligence*
by Daniel Goleman, Richard Boyatzis, and Annie McKee.

Self-Awareness (Understanding Your Wild Nature)

Knowing one's internal states, preferences, resources, and intuitions.

1. **Emotional _____-awareness.** People high in emotional self-awareness are attuned to their inner signals, recognizing how their feelings affect them and their job performance. They are attuned to their guiding values and can often intuit the best course of action, seeing the big picture in a complex situation. Emotionally self-aware people can be candid and authentic, able to speak openly about their emotions or with conviction about their guiding vision.
2. **Accurate _____-assessment.** People with high self-awareness typically know their limitations and strengths, and exhibit a sense of humor about themselves. They exhibit a gracefulness in learning where they need to improve, and welcome constructive criticism and feedback. Accurate self-assessment lets people know when to ask for help and where to focus in cultivating new strengths.
3. **Self-_____.** Knowing their abilities with accuracy allows people to play to their strengths. Self-confident people can welcome a difficult assignment. Such people often have a sense of optimism, presence, a self-assurance that lets them stand out from the group.

Adapted from *Primal Leadership: Realizing The Power of Emotional Intelligence*
by Daniel Goleman, Richard Boyatzis, and Annie McKee.

Self-Management (Taming Your Nature!)

Managing one's internal states, impulses, and resources to facilitate reaching goals.

4. **Self-**_____. People with emotional self-control find ways to manage their disturbing emotions and impulses, and even to channel them in useful ways. A hallmark of self-control is the person who stays calm and clear-headed under high stress or during a crisis — or who remains unflappable even when confronted by a trying situation.
5. _____. People who are transparent live their values. Transparency — an authentic openness to others about one's feelings, beliefs, and actions — allows integrity. Such people openly admit mistakes or faults, and confront unethical behavior in others rather than turn a blind eye.
6. _____. People who are adaptable can juggle multiple demands without losing their focus or energy, and are comfortable with the inevitable ambiguities of organizational life. Such people can be flexible in adapting to new challenges, nimble in adjusting to fluid change, and limber in their thinking in the face of new data or realities.
7. _____. People with strength in achievement have high personal standards that drive them to constantly seek performance improvements — both for themselves and their team. They are pragmatic, setting measurable but challenging goals, and are able to calculate risk so that their goals are worthy but attainable. A hallmark of achievement is in continually learning — and teaching — ways to do better.
8. _____. People who have a sense of efficacy — that they have what it takes to control their own destiny — excel in initiative. They seize opportunities — or create them — rather than simply waiting. Such a person does not hesitate to cut through red tape, or even bend the rules, when necessary to create better possibilities for the future.
9. _____. A person who is optimistic can roll with the punches, seeing an opportunity rather than a threat in a setback. Such people see others positively, expecting the best of them. And their “glass half-full” outlook leads them to expect that changes in the future will be for the better.

Adapted from *Primal Leadership: Realizing The Power of Emotional Intelligence*
by Daniel Goleman, Richard Boyatzis, and Annie McKee.

Social Awareness (Understanding Others' Nature)

Awareness of others' feelings, needs, and concerns.

10. _____. People with empathy are able to attune to a wide range of emotional signals, letting them sense the felt, but unspoken, emotions in a person or group. Such people listen attentively and can grasp the other person's perspective. Empathy makes a person able to get along well with people of diverse backgrounds or from other cultures.

11. **Organizational** _____. A person with a keen social awareness can be politically astute, able to detect crucial social networks and read key power relationships. Such people can understand the political forces at work in an organization, as well as the guiding values and unspoken rules that operate among people there.

12. **Service** _____. People high in service competence foster an emotional climate so that they themselves and others who touch customers or clients maintain a service orientation and keep the relationship on the right track. A service orientation involves continuously monitoring customer or client satisfaction to ensure they are getting what they need. They also make themselves available to customers and clients as needed.

Adapted from *Primal Leadership: Realizing The Power of Emotional Intelligence*
by Daniel Goleman, Richard Boyatzis, and Annie McKee.

Relationship Management (Creating a Strong Pack!)

Adeptness at inducing desirable responses in others

13. _____. People who inspire both create resonance and move people with a compelling vision or shared mission. Such people embody what they ask of others and are able to articulate a shared mission in a way that inspires others. They offer a sense of common purpose beyond the day-to-day tasks, making work exciting.
14. _____. Indicators of a person's powers of influence range from finding just the right appeal for a given listener to knowing how to build buy-in from key people and a network of support for an initiative. People adept in influence are persuasive and engaging when they address a group.
15. **Developing** _____. People who are adept at cultivating people's abilities show a genuine interest in those they are helping along, understanding their goals, strengths, and weaknesses. Such people can give timely and constructive feedback and are natural mentors or coaches.
16. **Change** _____. People who can catalyze change are able to recognize the need for the change, challenge the status quo, and champion the new order. They can be strong advocates for the change even in the face of opposition, making the argument for it compellingly. They also find practical ways to overcome barriers to change.
17. **Conflict** _____. People who manage conflict best are able to draw out all parties, understand the differing perspectives, and then find a common ideal that everyone can endorse. They surface the conflict, acknowledge the feelings and views of all sides, and then redirect the energy toward a shared ideal.
18. **Teamwork and** _____. People who are able team players generate an atmosphere of friendly collegiality and are themselves models of respect, helpfulness, and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing close relationships beyond mere work obligation.

Adapted from *Primal Leadership: Realizing The Power of Emotional Intelligence*
by Daniel Goleman, Richard Boyatzis, and Annie McKee.

Why Emotional Intelligence Matters to HR

When HR Most Needs Emotional Intelligence

- (1) Identify specific situations where HR is most in need of emotional intelligence.
- (2) For each situation, identify which of the four dimensions and which of the EI 18 competencies HR would need to bring to the situation to ensure the best and most emotionally intelligent response.

Situations that Require Emotional Intelligence in HR Professionals . . .	The Specific Emotional Intelligence Dimension/Competency Called for . . .

Strengthening Our Emotional Intelligence in these Situations

What actions can we take as HR professionals to ensure that we stay emotionally intelligent in these situations?

Actions to Strengthen Your Emotional Intelligence in Your Organizational Jungle

✦ *A Personal Plan for Action* ✦

	Actions You Will Take to Strengthen Your Emotional Intelligence
	
	
	

Resources for Emotional Intelligence

Bar-On, Reuven, and Handley, R. *Optimizing People: A Practical Guide for Applying EQ to Improve Personal and Organizational Effectiveness*. New Braunfels, TX: Pro-Philes Press, 1999.

Boyatzis, Richard and McKee, Annie. *Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion*. Boston, MA: Harvard Business School Press, 2005.

Buckingham, Marcus, and Clifton, Donald O. *Now, Discover Your Strengths*. New York, New York: Simon and Schuster Inc., The Free Press, 2001.

Caruso, David R., and Salovey, Pater. *The Emotionally Intelligent Manager*. San Francisco, CA: Jossey-Bass, 2004.

Cherniss, Cary, and Adler, Mitchel. *Promoting Emotional Intelligence in Organizations*. Alexandria, VA: ASTD Press, Reprint 2004.

Gardner, Howard. *Multiple Intelligences: New Horizons*. New York: Basic Books, The Perseus Books Group, 2006.

Goleman Daniel, Boyatzis, Richard, and McKee, Annie. *Primal Leadership: Realizing The Power of Emotional Intelligence*. Boston, MA: Harvard Business School Press, 2002.

Hughes, Marcia, Patterson, L. Bonita, and Terrell, James Bradford. *Emotional Intelligence In Action*. San Francisco, CA: Pfeiffer, 2005.

Seligman, Martin. *Learned Optimism*. New York: Pocket Books, 1990.

Emotional Intelligence

Self-Assessment Inventory

SELF-AWARENESS

1. **Emotional self-awareness.** I am attuned to my inner signals, recognizing how my feelings affect me and my job performance. I am attuned to my guiding values and can often intuit the best course of action, seeing the big picture in a complex situation. I am candid and authentic, able to speak openly about my emotions or with conviction about my guiding vision.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

2. **Accurate self-assessment.** I know my limitations and strengths, and exhibit a sense of humor about myself. I exhibit a gracefulness in learning where I need to improve, and welcome constructive criticism and feedback. My accurate self-assessment lets me know when to ask for help and where to focus on cultivating new strengths.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

3. **Self-confidence.** Because I know my abilities, I am able to play to my strengths. My self-confidence enables me to welcome a difficult assignment. I have a high degree of confidence in my abilities and feel self-assured in nearly everything that I do.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

SELF-MANAGEMENT

4. **Self-control.** I find ways to manage upsetting emotions and impulses when they occur and even to channel them in useful ways. I usually stay calm and clear-headed under high stress or during a crisis. I am usually unflappable even when confronted by difficult situations.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

5. **Transparency.** I live my values in my every day decisions and actions. I am open about my feelings, beliefs, and actions. I act with integrity. I openly admit mistakes or faults, and am willing to confront unethical behavior in others rather than turn a blind eye.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

6. **Adaptability.** I am adaptable and can juggle multiple demands without losing my focus or energy and comfortable with the inevitable ambiguities of organizational life. I am flexible in adapting to new challenges, nimble in adjusting to change, and limber in my thinking in the face of new data or realities.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

7. **Achievement.** I have high personal standards that drive me to constantly seek to improve performance — both for myself and my team. I am pragmatic, setting measurable but challenging goals, and am able to calculate risk so that my goals are worthy but attainable. A hallmark of achievement for me is in continually learning — and teaching — ways to do better.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

8. **Initiative.** I have a sense of efficacy — in that I believe I have what it takes to control my own destiny. I seize opportunities (and even create them) rather than simply waiting. I do not hesitate to cut through red tape, or even bend the rules, when necessary to create better possibilities for the future.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

9. **Optimism.** I can easily roll with the punches, seeing an opportunity rather than a threat in a setback. I see others positively, expecting the best of them. I have a “glass half-full” outlook that leads me to expect that changes in the future will be for the better.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

SOCIAL AWARENESS

10. **Empathy.** I am able to attune to a wide range of emotional signals which allows me to sense the felt, but unspoken, emotions in a person or group. I listen attentively and can grasp the other person's perspective. I am able to get along well with people of diverse backgrounds or from other cultures.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

11. **Organizational awareness.** I am politically astute and able to detect crucial social networks and read key power relationships. I am able to understand the political forces at work in an organization, as well as the guiding values and unspoken rules that operate among people there.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

12. **Service orientation.** I foster an emotional climate so that I and others who touch customers or clients keep these relationships on the right track. I monitor my customer or client relationships and their satisfaction and take steps to ensure that they are getting what they need. I am available to people as needed.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

RELATIONSHIP MANAGEMENT

13. **Inspiration.** I am able to move people with a compelling vision or shared mission. I embody what I ask of others and am able to articulate a shared mission in a way that inspires others. I offer a sense of common purpose beyond the day-to-day tasks, making work exciting.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

14. **Influence.** I am able to find just the right approach to use to reach a given listener and I know how to create buy-in from key people and a network of support for an initiative. I am usually persuasive and engaging when I address a group.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

15. **Developing others.** I show a genuine interest in those I am helping along in their personal or professional goals and I understand their passions, strengths, and weaknesses. I am able to give timely and constructive feedback and am a natural mentor or coach.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

16. **Change catalyst.** I am able to recognize the need for the change, challenge the status quo, and be a champion of the new direction. I am able to be a strong advocate for the change even in the face of opposition, making the argument for it in compelling ways. I find practical ways to overcome barriers to change.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

17. **Conflict management.** I am able to draw out all parties, understand the differing perspectives, and then help find common ground to ensure win/win outcomes and build shared ownership for solutions. I surface the conflict, acknowledge the feelings and views of all sides, and then redirect the energy toward a shared ideal.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

18. **Teamwork and collaboration.** I generate an atmosphere of friendly collegiality and bring respect, helpfulness, and cooperation into all of my relationships. I draw others into active, enthusiastic commitment to collective efforts, and build spirit and identity. I spend time forging and cementing close relationships beyond mere work obligation.

Strongly Disagree	Disagree	slightly disagree	slightly agree	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6

Emotional Intelligence Self-Assessment Score Sheet

Self-Awareness

Dimension Competency	Score
1. <i>Emotional self-awareness</i>	
2. <i>Accurate self-assessment</i>	
3. <i>Self-confidence</i>	
Dimension Competency Total (Maximum of 18 pts.)	

Self-Management

Dimension Competency	Score
4. <i>Self-control</i>	
5. <i>Transparency</i>	
6. <i>Adaptability</i>	
7. <i>Achievement</i>	
8. <i>Initiative</i>	
9. <i>Optimism</i>	
Dimension Competency Total (Maximum of 36 pts.)	

Social Awareness

Dimension Competency	Score
10. <i>Empathy</i>	
11. <i>Organizational awareness</i>	
12. <i>Service orientation</i>	
Dimension Competency Total (Maximum of 18 pts.)	

Relationship Management

Dimension Competency	Score
13. <i>Inspiration</i>	
14. <i>Influence</i>	
15. <i>Developing others</i>	
16. <i>Change catalyst</i>	
17. <i>Conflict management</i>	
18. <i>Teamwork and collaboration</i>	
Dimension Competency Total (Maximum of 36 pts.)	

Interpreting Your Results:

The maximum possible overall EI score is 108.

A **high level of EI** is reflected in a score between 85 and 108.

A **moderately high level** of EI is between 72 and 85.

A **moderate level** of EI is between 55 and 72.

A **low level** of EI is indicated for scores below 54.

If you want to enhance your EI, focus on the lower scoring dimensions and leverage your EI strengths.

Being the most emotionally intelligent involves strengthening all of the EI dimensions.

Overall Emotional Intelligence Self-Assessment Score: