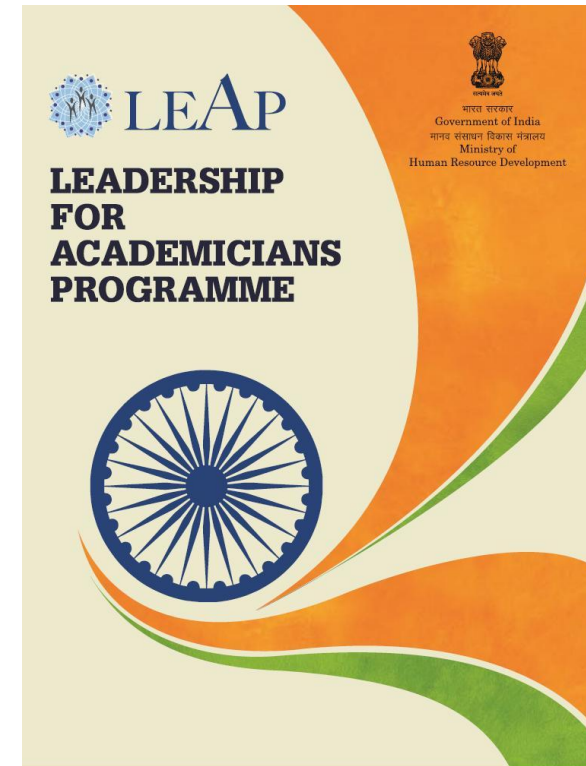


Developing transformational leadership among organizations: Making the case for emotional intelligence, crucial conversations, and interpersonal communication competencies



Shariq I. Sherwani, MS, MACPR, MBA, MA

**Developing
transformational leadership
among organizations: Making
the case for
emotional intelligence,
crucial conversations, and
interpersonal communication
competencies**

Agenda

- Transformational leadership
- Emotional intelligence
- Crucial conversations
- Interpersonal communication
- Toolkit: Testing, strategies, and resources
- Q&A





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Organizations

1. Structure
2. Hierarchy
3. Roles & Responsibilities

Academic, healthcare, NGO,
and not-for-profit orgs.



hierarchystructure.com

Organizational Operations

- Traditions
- Culture
- Stories & Narratives



Organizational Roadmap

- Vision
- Mission
- Goals



Documented and visible to all organizational members (leaders and employees)

“Leadership
and learning
are indispensable
to each other.”

John F. Kennedy

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WHAT IS YOUR DEFINITION OF
LEADERSHIP?



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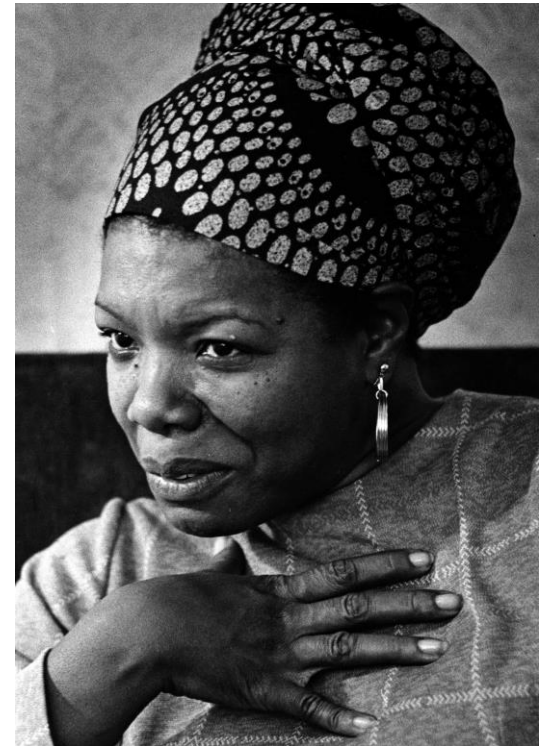
Leader

A leader is a person who, through communication and action, can get their team-members to believe in their idea, influences them, provides them the means, training, guidance, direction, and motivation to accomplish a specific task in a specific amount of *time*.

Leadership Presence

What is leadership presence?

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” -Maya Angelou

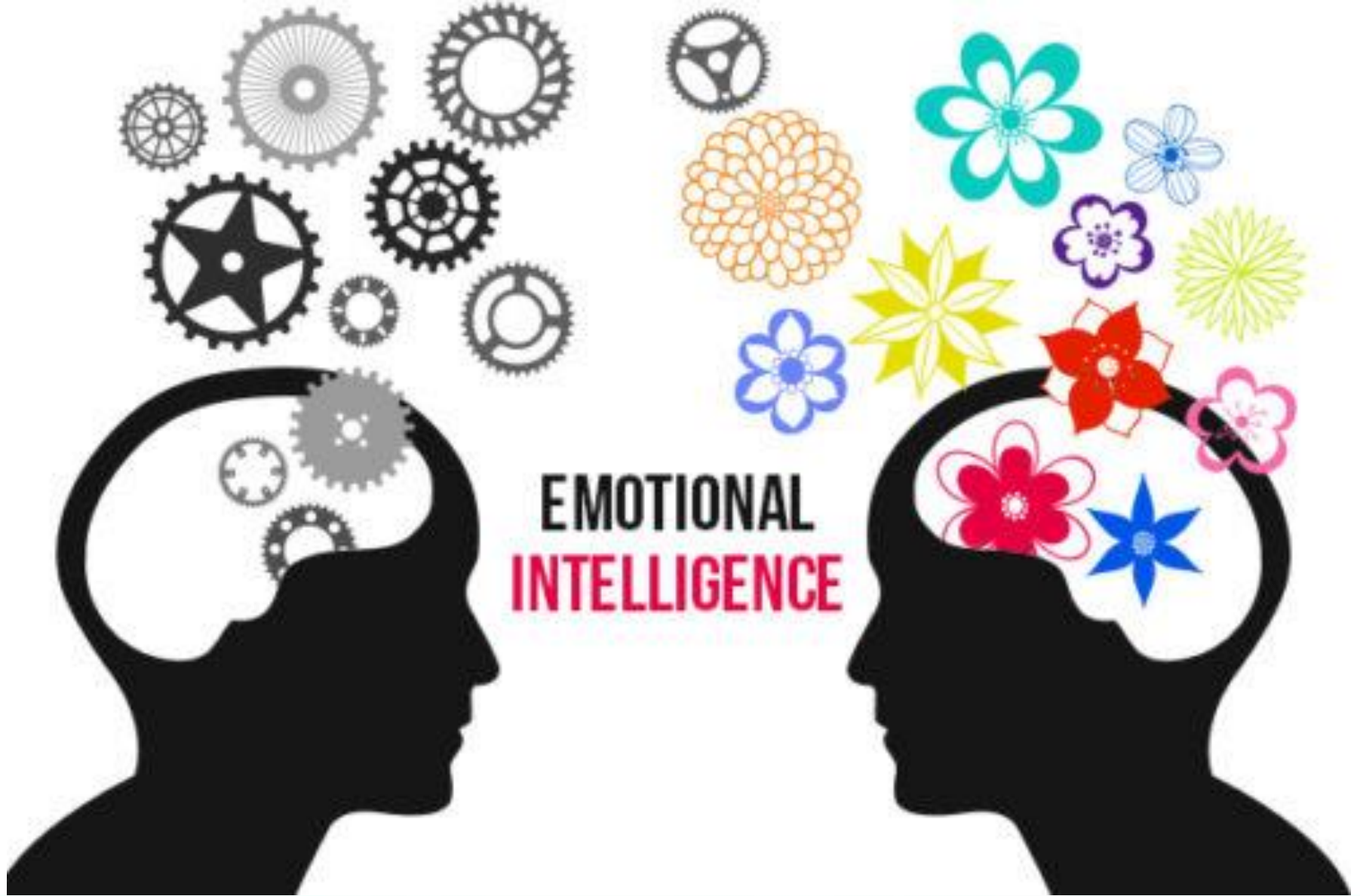




Organizational Leadership

1. Emotional intelligence
2. Crucial conversations
3. Interpersonal communication





**EMOTIONAL
INTELLIGENCE**

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Emotional Intelligence

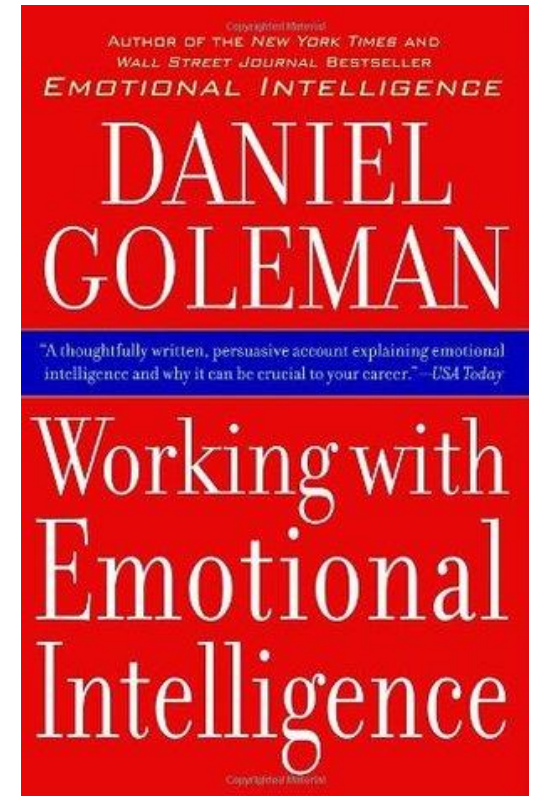
- EI: “A wide array of competencies and skills that drive leadership performance” (Goleman, 1996; 1998; 2006).
- Emotional intelligence: Leadership success, leadership immediacy, leadership effectiveness
- Daniel Goleman’s Theory of EI, <https://www.youtube.com/watch?v=Y7m9eNoB3NU>



Domains of EI

Daniel Goleman: 5 domains of EI

1. **Self awareness** – know what and why you are feeling (strengths & weaknesses)
2. **Self management** – being able to choose an emotion
3. **Social awareness** – empathy for others (employees)
4. **Relationship management** – working with and through others
5. **Motivation** – desire, passion, and commitment for cause (toward org. goals)



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

What is Your EI Rating?

1. EI or EQ Self-Assessment Checklist:

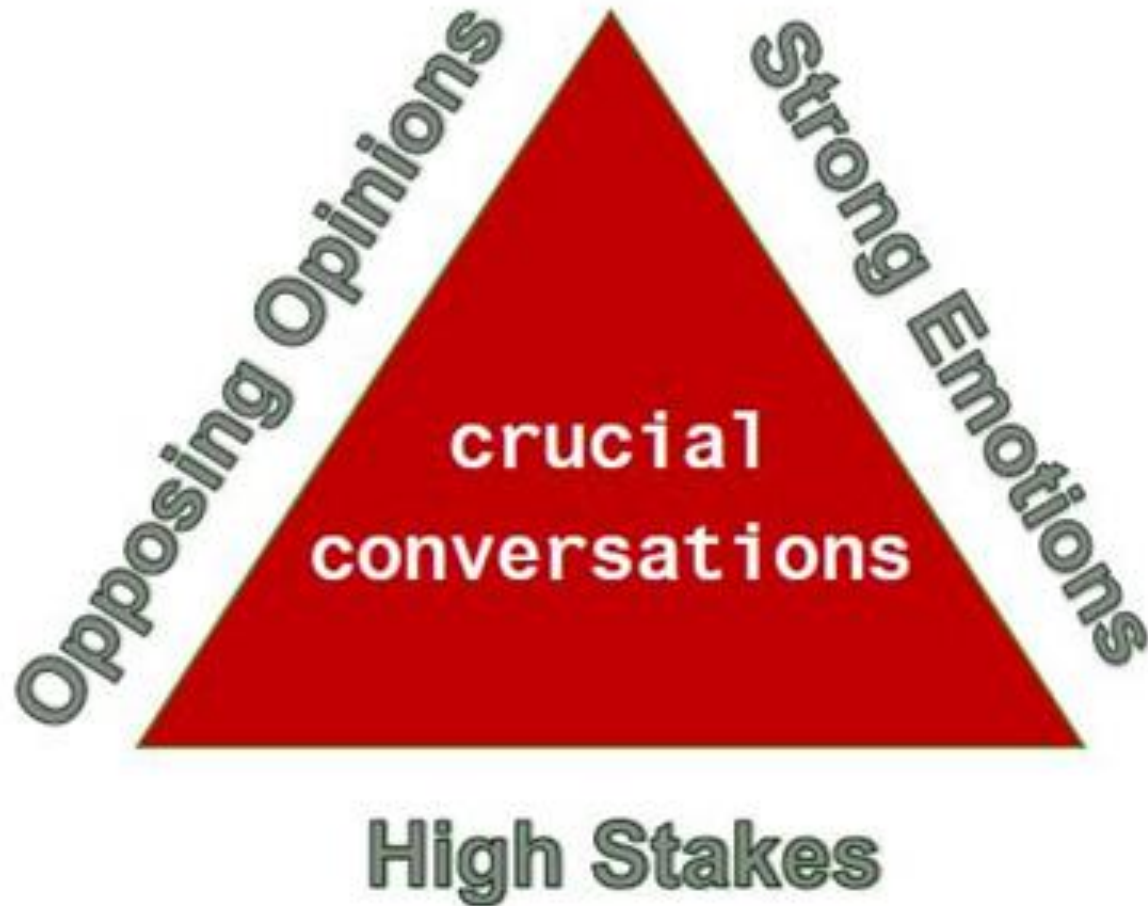
[https://achca.memberclicks.net/assets/Convo2018/1103.Bilson%20EQ%20\(1\)%20-%20EQ%20Self%20Assessment.pdf](https://achca.memberclicks.net/assets/Convo2018/1103.Bilson%20EQ%20(1)%20-%20EQ%20Self%20Assessment.pdf)

2. Assessing Emotional Intelligence by Emily A. Sterrett, PhD (2014):

<https://downloads.hrdpressonline.com/files/2520140310180218.pdf>

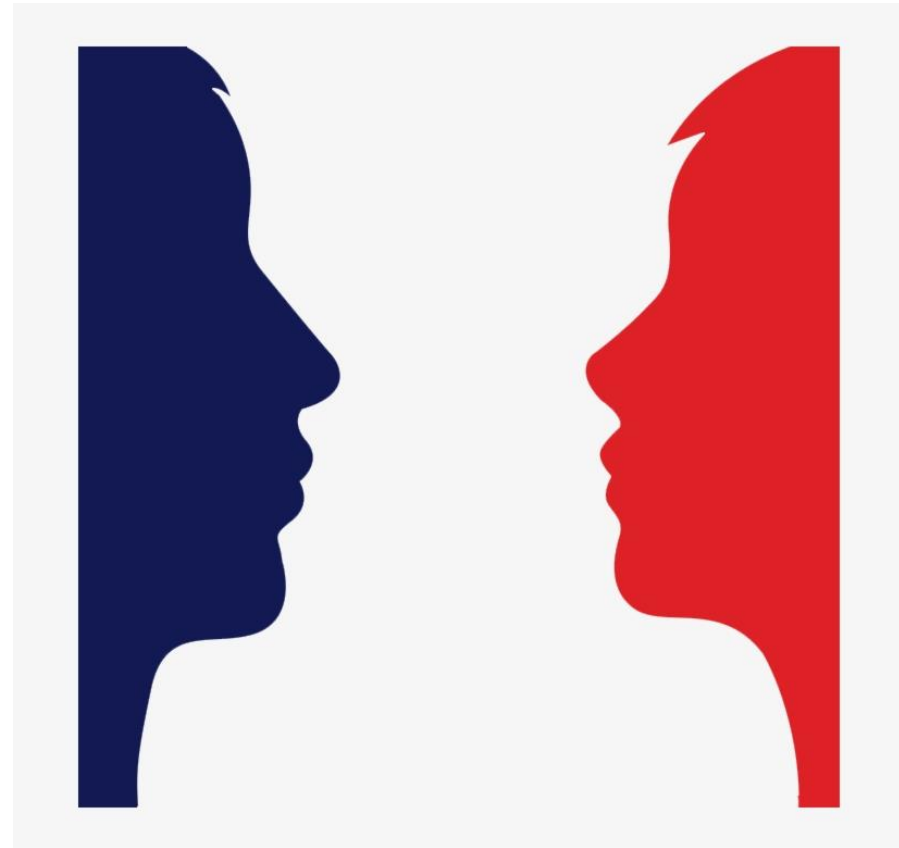
3. 5-skills to help you develop EI:

<https://markmanson.net/emotional-intelligence>

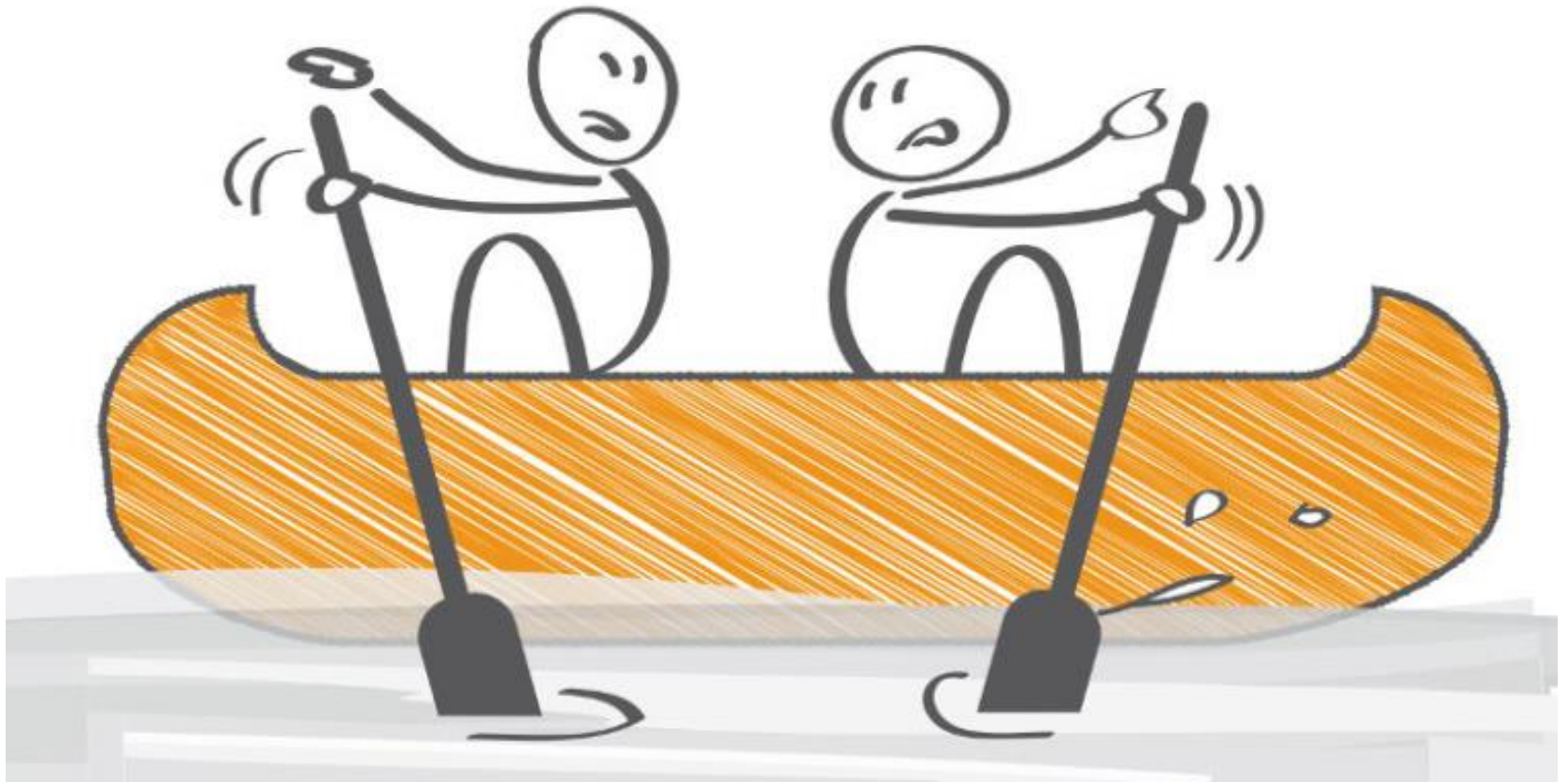


Elements of Crucial Conversations

- Variable opinions
- Significant stakes
- Strong feelings
- Difficult topics
- Accountability
- Insensitivity
- Negative connotations
- Negotiations



Why Do Conflicts Arise?



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Crucial Conversations & Conflicts

- Resentment
- Favoritism
- Disagreements
- Differences rooted in beliefs, norms, diversity, values, ideas, perceptions, culture, language, religion, & race

Strategy: STATE , proposed by Patterson, Grenny, McMillan, & Switzler (2012)

Conflict Resolution Strategy: STATE

- **S**hare your facts: Start with the least controversial, most persuasive elements from my Path to Action.
- **T**ell your story: Explain situation, highlight importance, & conclude.
- **A**sk for employee feedback/opinion/path: Encourage them to share their facts, stories, and expectations.
- **T**alk tentatively: Share your narrative as a story, without disguising it as a fact, of course include some facts, without blaming or implicating employee/others.
- **E**ncourage testing: Make it safe, comfortable, and professional for employee to express differing/opposing points of views.

Crucial Conversations: Requests

- "What do I want to happen or stop happening as a result of what I am about to say?"
- As a leader, you want future-driven action - action driven by declarations and possibilities.
- Making clear requests is the best way to create action.

A proper request includes three elements:

1. Saying exactly **what** you want
2. Saying exactly **when** you want it
3. Saying exactly **from whom** you want it

Crucial Conversations: Approach

PAST

History

Explanations
Stories
Analysis

*How do you explain
what has happened?*

FUTURE

Possibility

Aspirations & Hopes
Vision
Plans

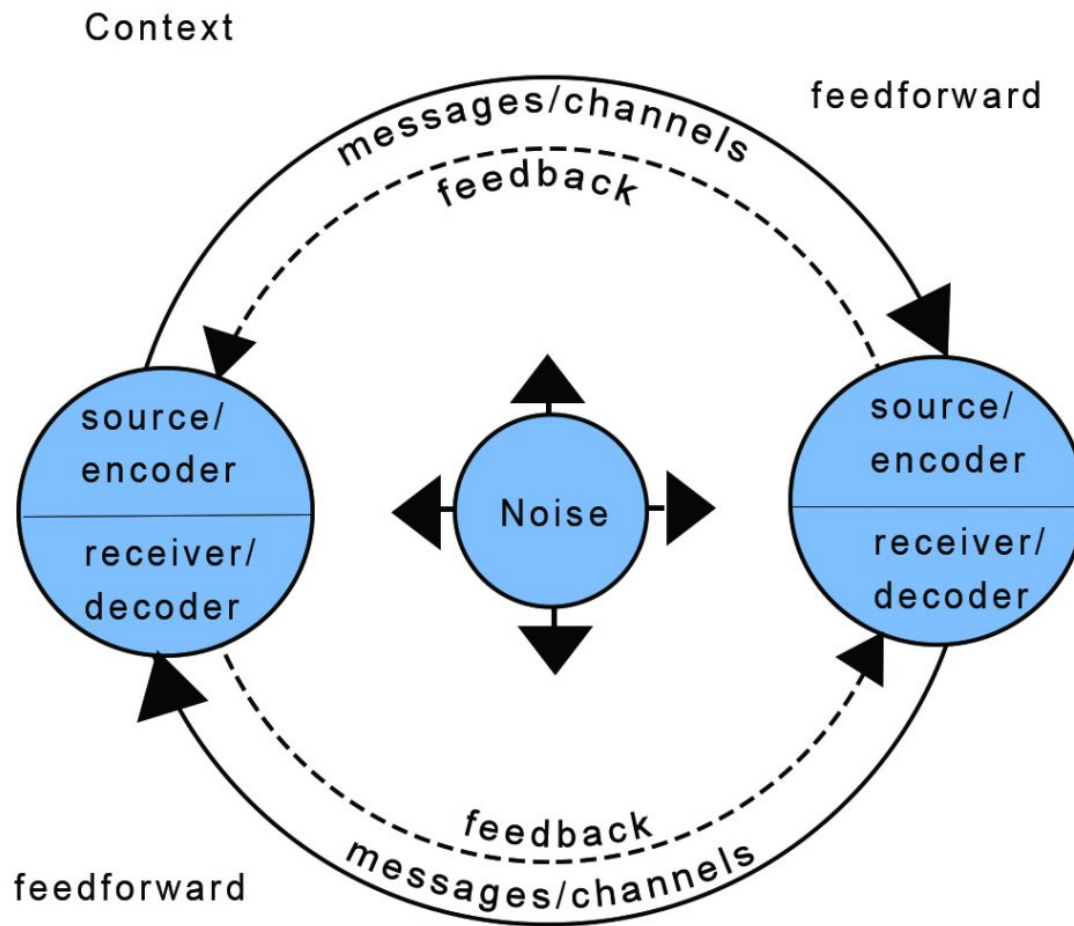
*What do you want
that is different from
the past?*

PRESENT

Action

Commitments
Immediate Plans
Action Steps

*What will move this to
action?*



INTERPERSONAL COMMUNICATION

Interpersonal Communication

- Single most-important skill at resolving conflict is communication.
- Leadership-to-employee
- Employee-to-employee
- Operating with knowledge, understanding, and respect for cultural differences and sensitivities
- Appeal to employees' conscience, rationality, and emotional intelligence

How Do You Walk the Walk?

- As a visible role model, communicate with conflicting parties, one at a time, listen carefully to their grievances, ask questions, take notes, and make sure that you have understood their side of the story – be prepared!
- Bring both parties together in same room and open floor for a free, fair, and respectful discussion
- People have an inherent ability to resolve most of their conflicts by communicating about their concerns during F2F interactions

BE AN
ACTIVE
LISTENER



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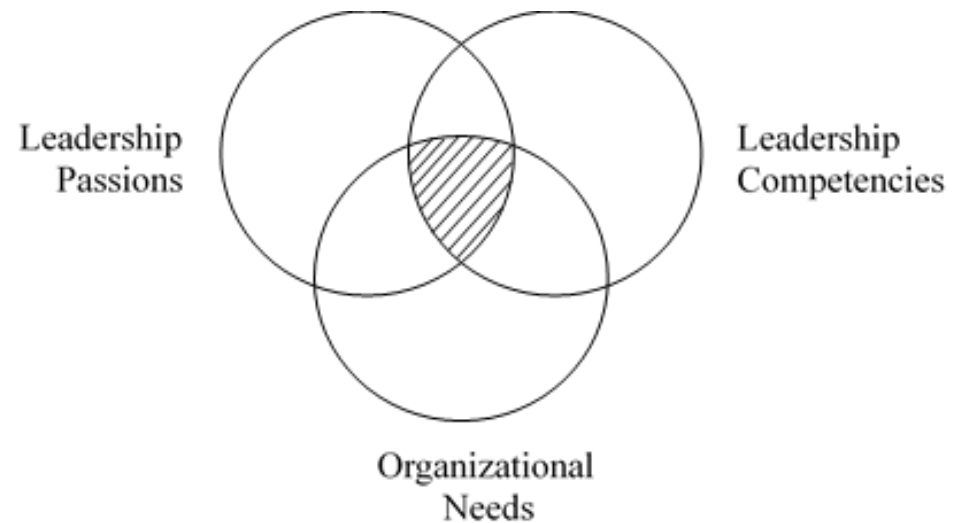
Listening: A Leadership Tool

- Internal listening
- Focused listening
- **360 listening (multi-source feedback)**

<https://hbr.org/2016/05/listening-is-an-overlooked-leadership-tool>

Leadership Excellence Model

- Monitor and track progress of employees by providing honest, constructive, and timely feedback
- Look for a “sweet spot” which lies at the intersection of leadership passions, competencies, and organizational needs



Leadership Skills Set

Different characteristics, personalities, and styles of functioning:

- Problem-solving
- Conflict-resolution
- Negotiating technique(s)

Key Influencers of employee behaviour



Source – Whizible Analysis

Summary

6 Ways to *Succeed* as a *Leader*



Inspiring Commitment

- Recognize others' achievements
- Motivate employees



Leading Employees

- Delegate effectively
- Act with fairness



Strategic Planning

- Translate vision into reality
- Plan for the long-term



Change Management

- Facilitate organizational adaptation
- Manage resistance to change



Employee Development

- Coach to improve performance
- Provide guidance and encouragement



Self-Awareness

- Recognize personal limits
- Learn from mistakes

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THANK YOU

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