EQ & Your Career

WomEn Leadership Conference
March 15, 2017
Joe Albert, Ph.D., Gonzaga University
• “I felt like an imposter,”
  Clara Shih, Stanford graduate—highest GPA of any computer-science major in her class—tech entrepreneur.

• “There are still days I wake up feeling like a fraud, not sure I should be where I am.”
  Sheryl Sandberg, Facebook COO, author, *Lean In.*
The Confidence Gap, (Kay & Shipman)

- “In studies, men overestimate their abilities and performance, and women underestimate both. Their performances do not differ in quality.”
- “Women applied for a promotion only when they believe they met 100 percent of the listed qualification. Men would apply when they met 60 percent.”
Finding Confidence

• “Confidence is the stuff that turns thoughts into action...a strong will to persist might also be needed. Anger, intelligence, creativity can play a role.”
  (Petty, Ohio State University)

• “What doomed the women was not their actual ability to do well on the tests. They were as able as the men were. What held them back was the choice not to try.”
  (Kay & Shipman)
**EQ Research**

<table>
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<th>Men</th>
<th>Women</th>
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<td>Higher Navigating emotions</td>
<td>Higher Self Awareness</td>
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<td>Higher engaging intrinsic motivation</td>
<td>Higher Emotional Literacy</td>
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*(An EQ analysis in 2012 of 24,000 leaders conducted by “sixseconds—The emotional intelligence network”)*
What is Emotional Intelligence?

The abilities involved in understanding one’s own feelings, empathy for the feelings of others, and the regulation of emotions in ways that enhance living.
Goleman (1998) reports on research involving what employers are seeking in new and current workers:

- Listening & oral communication
- Adaptability and creative responses to setbacks and obstacles
- Personal management, confidence & motivation
- Group process skills: teamwork, conflict management, cooperativeness
According to a 2010 study of employer expectations released by the Graduate Management Admission Council:

The top five skills and abilities employers are seeking in MBA hires are:

1. Communication skills
2. Strategic skills
3. The proven ability to perform
4. Core business knowledge
5. The ability to manage change.
The EI Framework

Three Basic Emotional Capacities that serve as the basis for other emotional skills are:

- Self-Reflection
- Self-Regulation
- Empathy

[This EQ model and the EQ Profile Assessment Tool has been developed by Learning in Action Technologies]
Emotional Competence Framework

I. Self-Reflection

II. Self-Regulation

III. Empathy
I. Self-Reflection: Skills

Self-Reflection is the ability to identify one’s feelings, thoughts and wants as they occur, and describe them in words.

- Requires that you be able to focus on your own experience, while in the presence of others.

- Results in a more accurate self-assessment, improved self-esteem and more informed choices.
I. Self-Reflection: Key Components

- I feel...
- I think...
- I want...

Self-Reflection

- Emotions
- Cognitions
- Intentions

“I feel...”
“I think...”
“I want...”
Emotions: *What are they?*

An emotion is a complex psychological state that involves three distinct components:

1. a *subjective experience*—involves interpretation

2. a *physiological response*,

3. and a *behavioral* or *expressive response*. 
The 7 Basic Emotions & their “gifts”

- **Anger:** direction, motivation, boundary setting
- **Anxiety:** clarity through data exploration
- **Fear:** protection against harm
- **Joy:** emotional vitality—zest for living
- **Love:** warmth, caring for others
- **Sadness:** sensitivity to loss
- **Shame:** humility—knowing we have limits
Healthy Emotional Awareness

- A healthy emotional self-awareness involves an awareness of moods as they occur.

- A key dimension is how much access to all seven emotions an individual has. Limited access to any of the positive or negative emotions can limit a leader’s effectiveness, maintain healthy relationships, and experience the joys and pains of leading.

- In the area of emotions, the question of health can be answered by how well a person can sit with anxiety, painful affect, uncomfortable feelings.
Emotional Health for Leaders

Each of the basic emotions plays a vital role in being human.
• Which of these emotions has the most “juice” for you?
• Which has the richest history?
• Was one (or more) of these not permitted expression in your family?

1. Anger
2. Anxiety
3. Fear
4. Joy
5. Love
6. Sadness
7. Shame
Learning to *Be With* Emotions

1. In your family of origin what emotions were considered acceptable or fit within the circle?
2. In your experience as a child, how much was your primary caregiver able to “Be With” you and help organize each of these feelings?
3. As an adult which emotions do you find yourself able to be with?
4. How and why are the two depictions different?
Emotional Profiles

• A typical Self-Reflection profile might look like:
  – The “Go-Getter”: High anger, high access to wants, low empathy
  – The “High Stressor”: High anger, fear, anxiety; low love & joy
  – High love & joy; low anxiety & fear
Feelings Distribution
(Anger: 18%; Anxiety 72%; Fear 82%; Joy 19%; Love 40%; Sadness 50%; Shame 94%)
A somewhat common profile...

- **Low access to anger:**
  - Anger is considered “bad” or “unacceptable”
  - Anger was not allowed as a child
  - Others experience the person as nice
  - Has difficulty supporting him/herself under attack
  - Have trouble setting boundaries—make excuses for the other person rather than contact healthy anger.
A somewhat common profile (cont)…

- **High access to shame:**
  - Highly self-critical--sense of not being “good enough”
  - Quickly personalizes situations
  - Holds self to very high standards
  - Hyper vigilant in presenting self to others to avoid criticism

“Shame is the most powerful, master emotion. It’s the fear that we’re not good enough.”

~ Brené Brown
Low Access to Anger—High Access to Shame

Low Anger
- Frequent feelings of disappointment or sadness
- Difficulty in setting boundaries
- Often overcommit
- Difficulty in speaking up for yourself

High Shame
- Common thoughts include:
  - I am defective
  - I am incompetent
  - I am unloved
  - I am not enough
  - If people only knew me—I am a fake
Regulating our Emotions

“…the unconscious doesn’t have a digestive track—what we push down will eventually come back up...if we deny feelings they won’t disappear, they’ll just reappear later (hours, weeks, or years) in ways that can often wreak havoc on our lives.”

(“Raising a Secure Child,” 2017, Hoffman, Cooper & Powell)
Self-Regulation

“It is the ability to problem solve maturely and functionally...the ability to acknowledge one’s own feelings within an emotional experience, and the ability to self regulate one’s feelings coming away [from an emotional experience] with a sense of mastery and resilience.”

(Saarni, 1999)
Self-Regulation: what it’s not

- Self-Regulation does not mean suppressing emotions. It involves keeping disruptive emotions and impulses in check.

- The goal is not to avoid pain or distress, but to find ways to manage these emotions in ways that help us regain balance.
Self-Regulation Strategies

Self-Regulation are strategies designed to help us regain emotional equilibrium. These strategies can involve:

1. Problem-solving strategy:
   - Awareness of the emotion being experienced
   - Understanding the role of cognitive processes in the experience
   - Developing a plan for moving forward

2. Support-seeking strategy
   - Includes both solace seeking: someone who will listen and be present
   - Help seeking—seeking advice or counsel from a trusted individual

3. Distancing or avoidance strategy
   - Internalizing strategy
   - Externalizing strategy

4. Or, non-adaptive coping strategies or emotion-focused strategies
   - substitution or distraction
   - redefining the context
   - avoidance of negative context or feeling
   - dissociation of self from situation
“Courage starts with showing up and letting ourselves be seen... If we can share our story with someone who responds with empathy and understanding, shame can’t survive.”

~ Brené Brown
Managing Shame... *know your triggers*

- Not one universal trigger for shame
- Often societal/cultural expectations can serve as a trigger
- Experiences related to body image, family, motherhood, professional identity and work, aging, religion, surviving trauma were identified by Brene Brown (2006) in her research.
- What are your own triggers?
Anger: *the dangerous emotion*

- Noticing the emotion of anger is a place to begin
- Anger is often disguised as disappointment, hurt, sadness, feeling depressed
- Your spouse or friends get angry when they hear your stories and yet you don’t
- Boundary setting is difficult for you
- Feeling fatigued or tired by overextending yourself
Learning to understand Anger

• First step is to notice:
  – Just observe it—don’t feel compelled to act on it
  – What does your body tell you?—often an indicator of an emotional response

• Notice your self-talk when you feel irritated, feel fear or anxiety—what messages prevent anger from emerging?

• If you notice anger ask: *What do I want?*

• *Journaling: what is my history with anger?*
Using your anger

- Anger can serve as fuel for self-support and agency
- Anger supports our need for appropriate boundaries
- Anger can help with depression and anxiety
- Begin to see anger as a companion or ally in pursuit of your goals.
Anger & Shame

- Low access to our anger and high access to our shame can paralyze us.
- This combination serves to sabotage our movement towards our goals and our vision.
“Owning our story can be hard but not nearly as difficult as spending our lives running from it. Embracing our vulnerabilities is risky but not nearly as dangerous as giving up on love and belonging and joy—the experiences that make us the most vulnerable. Only when we are brave enough to explore the darkness will we discover the infinite power of our light.”

~Brené Brown