Becoming an Authentic Leader

The Intersection of Values and Emotional Intelligence

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Today’s Presentation

• Define your values
• Learn about Emotional Intelligence (EI)
• Connect values and EI with authentic leadership through the lens of a research-based model
• Individual reflection, small/large group discussion, and story sharing!
Learning Outcomes

1) Appreciate your values
2) Recognize key elements of Emotional Intelligence
3) Understand authentic leadership and the connection to values and Emotional Intelligence
Who we are
What is a Value?

Values are standards or principles that guide our actions, beliefs and decisions

• Reflect who we are and aspire to be

Most influential when:

• Consistently acted upon
• Shared with others
• Part of a deeper purpose

Serve as the guiding principles or internal compass of the individual and/or organization
Procter & Gamble

PEOPLE
LEADERSHIP
OWNERSHIP
INTEGRITY
TRUST
PASSION FOR WINNING

WISCONSIN
SCHOOL OF BUSINESS
REACH
LEARN
DI-BEAR-SITY
COLLA-BEAR-ATE
GIVE
CELE-BEAR-ATE

Build-A-Bear Workshop
EXCELLENCE
INCLUSIVITY
ETHICAL LEADERSHIP
COLLABORATIVE PARTNERSHIPS

Wisconsin BBA Program
Identifying a Value Filter

Which of our values frees us to lead authentically to the greatest extent?

Which value will/do we get up for in the morning?

• “Leadership begins with something that grabs hold of you and won’t let go.” The Leadership Challenge

Story Sharing

• Steve - Service
• Jamie - Empowerment

Identify your value filter and write it on the worksheet we provided
Emotional Intelligence

**Emotional intelligence (EI)** or emotional quotient (EQ), is the capacity of individuals to recognize their own, and other people's emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior.
Emotional Intelligence

5 Components of Emotional Intelligence

- Social Skill
- Self-Awareness
- Empathy
- Self-Regulation
- Motivation

Emotional Intelligence

**Self-Awareness**: Knowing one's emotions, strengths, weaknesses, goals, and values—and their impact on others

Hallmarks: self-confidence, realistic self-assessment, self-deprecating sense of humor, thirst for constructive feedback
Emotional Intelligence

"Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult."

Warren Bennis
Emotional Intelligence

**Self-Regulation**: Controlling or redirecting disruptive emotions and impulses

Hallmarks: Trustworthiness, integrity, comfort with ambiguity and change
Emotional Intelligence
Emotional Intelligence

**Motivation**: Being driven to achieve for the sake of achievement (intrinsic motivation)

Hallmarks: A passion for the work itself and for new challenges, always striving to improve, optimism in the face of failure
Emotional Intelligence

**Empathy**: Considering others’ feelings, especially when making decisions

Hallmarks: Expertise in attracting and retaining talent, ability to develop others, sensitivity to cross-cultural differences
Emotional Intelligence

**Social Skill:** Managing relationships to move people in desired directions

Hallmarks: Effectiveness in leading change, persuasiveness, extensive networking, expertise in building and leading teams
True North

• Bill George interviewed 125 successful people

• True North is your internal compass that guides you successfully through life

• When you are true to yourself, you can cope with the most difficult issues life presents

• Alignment with who you truly are will help you find coherence between your life story and your leadership
True North

The authentic leader not only inspires those around them, they empower people to step up and lead. The Five Dimensions of AL:

• Pursuing purpose with passion
• Practicing solid values
• Leading with heart
• Establishing enduring relationships
• Demonstrating self-discipline
True North
True North

**Self-Awareness**

- Emotional Intelligence
- Knowing yourself=finding right role
- Becoming self-aware means seeing us as others see us (feedback)
- Accepting yourself as you are
True North

Values and Principles

• One must determine their values
• Must stay centered on your values
• Ethical boundaries: New York Times Test
Motivation

• Intrinsic v. Extrinsic Motivations
  • Intrinsic is your True North
• Avoiding traps (money over passion)
True North

Support Team

• Have one person who you can be completely vulnerable and open—they will tell you the truth
• Mentors
• Personal Board of Directors
True North

Integrating Your Life
# The Six Leadership Styles (Goleman)

<table>
<thead>
<tr>
<th>The leader’s modus operandi</th>
<th>Commanding</th>
<th>Visionary</th>
<th>Affiliative</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
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<tbody>
<tr>
<td></td>
<td>Demands immediate compliance</td>
<td>Mobilizes people toward a vision</td>
<td>Creates harmony and builds emotional bonds</td>
<td>Forges consensus through participation</td>
<td>Sets high standards for performance</td>
<td>Develops people for the future</td>
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<tr>
<td>The style in a phrase</td>
<td>“Do what I tell you.”</td>
<td>“Come with me.”</td>
<td>“People come first.”</td>
<td>“What do you think?”</td>
<td>“Do as I do, now”</td>
<td>“Try this.”</td>
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<tr>
<td>Underlying emotional intelligence competencies</td>
<td>Drive to achieve, initiative, self-control</td>
<td>Self-confidence, empathy, change catalyst</td>
<td>Empathy, building relationships, communication</td>
<td>Collaboration, team leadership, communication</td>
<td>Conscientiousness, drive to achieve, initiative</td>
<td>Developing others, empathy, self-awareness</td>
</tr>
<tr>
<td>When the style works best</td>
<td>In a crisis, to kick start a turnaround, or with problem employees</td>
<td>When changes require a new vision, or when a clear direction is needed</td>
<td>To heal rifts in a team or to motivate people during stressful circumstances</td>
<td>To build buy-in or consensus, or to get input from valuable employees</td>
<td>To get quick results form a highly motivated and competent team</td>
<td>To help an employee improve performance or develop long-term strengths</td>
</tr>
<tr>
<td>Overall impact on climate</td>
<td>Negative</td>
<td>Most strongly positive</td>
<td>Positive</td>
<td>Positive</td>
<td>Negative</td>
<td>Positive</td>
</tr>
</tbody>
</table>

Authentic Leadership
Questions & Action Steps
Additional Resources:

- *The Leadership Challenge* (Kouzes & Posner)
- *7 Habits of Highly Effective People* (Covey)
- *Emotional Intelligence* (Daniel Goleman)
- *Search Inside Yourself* (Tan)
- *Good to Great* (Jim Collins)
- *Servant Leadership* (Greenleaf)
- *True North* (Bill George)
- Anything by Peter Drucker, Warren Bennis, and John Kotter
Thank You!