



Leadership Development Workshop #3: Emotional Intelligence

August 28 & 29, 2025

House Rules



Participation
Questioning
Conversations
Activities



Volunteer
Tagging
Share



Partnered
Group
Discussions



Wrap-up with
Takeaways
Action steps



Be Open
Be OK to fail



Be Supportive
and Caring; API



Be Present,
No "Multi-tasking"



Confidentiality:
Nobody, Nothing,
Never

Pre-work to our in-person workshop:

- **READ:**

- Improve and Develop Emotional Intelligence**
(Tony Robbins)

- **LISTEN:**

- Armored vs. Daring Leadership**
(Brené Brown)

Improve and Develop Emotional Intelligence

- Identify what you are really feeling
- Acknowledge and appreciate your emotions as pathway for learning
- What is the emotion here to teach me?
- Get confident
- Feel certain you can face the future
- Get excited and take action
- Embrace self-awareness
- Learn emotional intelligence techniques
- Become your own manager through self-awareness
- Attune to others' feelings

Armored vs. Daring Leadership

- Being a knower and being right vs. being a learner and getting it right
- Tapping out of hard conversations – skill up for hard conversations
- Shame and blame to manage others and ourselves
- Fostering a scarcity driven culture – we are not or never enough; not enough time
- Driving a fit culture vs. cultivating a belonging culture
- Leading reactively vs. leading proactively and strategically
- Resisting change vs. accepting and embracing change
- Stay curious vs. armored

Training Objectives

Daniel Goleman's Emotional Intelligence Framework

PERSONAL COMPETENCE

SELF AWARENESS

- ✓ Emotional Self-Awareness
- ✓ Accurate Self-Assessment
- ✓ Self-Confidence

SELF MANAGEMENT

- ✓ Self Control
- ✓ Trustworthiness
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- ✓ Initiative

SOCIAL AWARENESS

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- ✓ Organizational Awareness
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RELATIONSHIP MANAGEMENT

- ✓ Visionary Leadership
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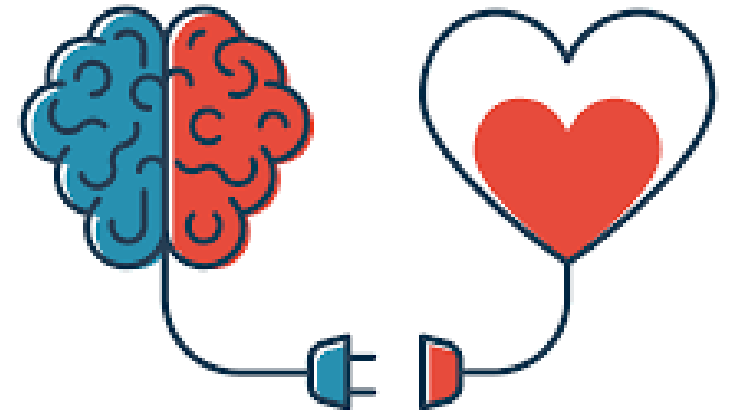
Goleman, D. (2000) *Leadership That Gets Results*, Harvard Business Review, March - April

Workshop Overview

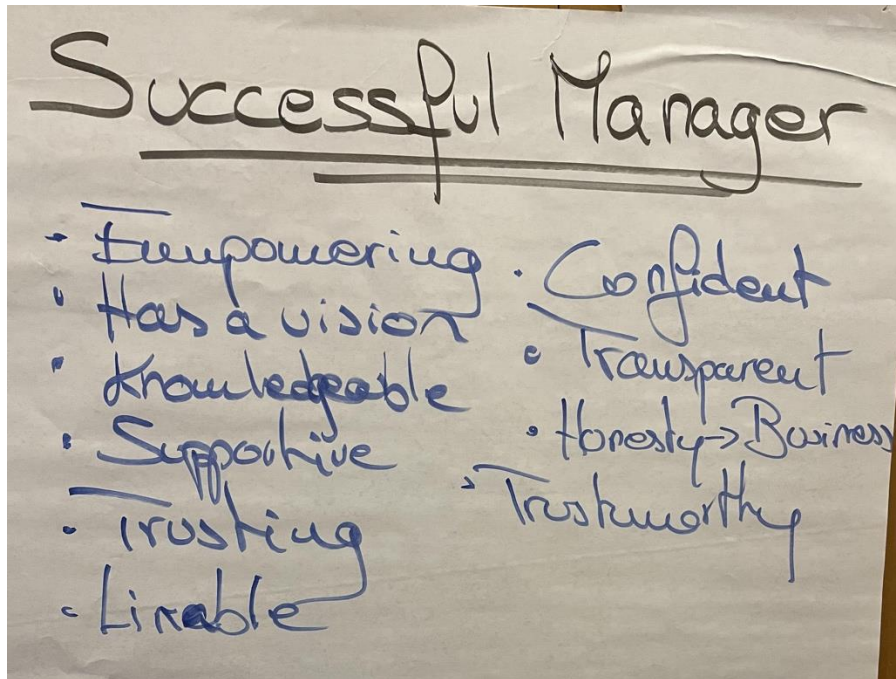
Emotional Intelligence

KEY POINTS:

- What is Emotional Intelligence and why is it important
- Learn how to increase your EQ
- Understand the impact of EQ at Rally House



Group Exercise: Best Boss / Worst Boss



Group Discussion: Best Boss / Worst Boss

- **Overview:** As a group you will be exploring what you believe makes a leader the “best” or “worst” boss. You will be working with three topic areas:
 - Characteristics
 - State of mind and emotions
 - Impact on actions
- 1. **Characteristics (3 minutes)**
 - Think about the best boss you have worked with in the past, or characteristics of a boss you wish to work with (examples: flexible, supportive, open minded)
 - **Discuss:** What are the characteristics that describe the “Best Boss”?
 - Think of the worst boss you have worked with in the past, or the characteristics of a boss you hope never to work with (examples: unavailable, negative, micromanager)
 - **Discuss:** What are the characteristics that describe the “Worst Boss”?

Group Discussion: Best Boss / Worst Boss

2. State of Mind and Emotions (5 minutes)

- Think of your “Best Boss”
 - **Discuss:** It’s Monday morning and you’re ready to go to work for this boss. What’s your state of mind? What emotions would you have?
- Think of your “Worst Boss”
 - **Discuss:** What state of mind and emotions would you have knowing that you are going to work and will interact with this boss for the next five days?

3. Impact on Actions (5 minutes)

- Think of your “Best Boss” – how would working for them impact you? (be specific)
 - **Discuss:** What’s the impact of working for this person on your productivity and overall work performance? What are you more likely to do, and not do, working with someone you think is a great boss? How will this impact the organization?
- Think of your “Worst Boss” and how they impact your work with them (be specific)
 - **Discuss:** What’s the impact of working for this person on your productivity and overall work performance? What are you more likely to do, and not do, working with someone you think is a bad boss? How will this impact the organization?

Group Discussion: Best Boss / Worst Boss

- What did you learn from this activity?
- What are your thoughts about the importance of EQ at Rally House and in general?

Key Takeaways: Impact of Emotional Intelligence

- Other people's behavior influences your feelings
- The way you feel influences your performance
- Behaviors, especially those of the leader, will have a direct effect on performance and the organization. Emotions are contagious

Research Highlights: Impact of Emotional Intelligence

Employees who feel cared for by their organization are:

- 10 times more likely to recommend their company as a great place to work
- 9 times more likely to stay at their company for 3 or more years
- 7 times more likely to feel included at work
- 4 times less likely to suffer from stress and burnout
- 2 times as likely to be engaged at work

Organizations (hiring managers) look for:

- “Learn-it-all” not “know-it-all”
- People who work on themselves
- People who are comfortable with “awkward” silence
- People who can build relationships
- People who ask great questions

Advantage of high EQ in organizations:

- Enhanced teamwork
- Healthier workplace environment
- Easier adjustments – ability to transition and adapt
- Greater self-awareness and self-control
- Increased trust, higher performance, productivity and results
- 90% of top performers are high in emotional intelligence
- People leave their bosses, not their company

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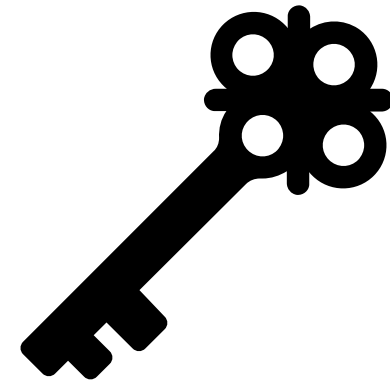
Catch Yourself in the Act of Being You



Self- Awareness

Key Points:

- Knowing yourself
- Feelings, moods and emotions
- Language of emotion
- Knowing your strengths and weaknesses



What is Happening Right Now?

Being Present

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

– Viktor Frankl



How often do you take the time to pause and reflect?

Recentering Techniques

- **TOUCH:** Rub your thumb and index together gently. So gently that you focus only on these fingers and see if you can feel the ridges on your fingers
- **HEARING:** Listen to the noises around the room, whatever sound you can hear. What is the closest sound to you? What is the furthest sound that you can hear? Find it and isolate it, then stay with that. (It could be outside the building, a bird or a car far away)
- **SIGHT:** Open your eyes and look at something close to you, could be your hands or clothes, something on the table, observe it and notice things that you haven't before.
- **SENSATION:** Sense the room in general, is the temperature ok? Is it too hot? Too cold or, just right? How does it smell? Is the chair you are sitting on comfortable? And your body: do you have any aches or pains? Are your muscles tight or relaxed? Is your stomach full or are you hungry?

Language of Emotions

Accepting / Open	Angry / Annoyed	Connected / Loving	Disconnected / Numb	Fragile	Stressed / Tense
Calm	Agitated	Accepting	Aloof	Helpless	Anxious
Centered	Aggravated	Affectionate	Bored	Sensitive	Burned out
Content	Bitter	Caring	Confused	Grateful	Cranky
Fulfilled	Contempt	Compassion	Distant	Appreciative	Depleted
Patient	Cynical	Empathy	Empty	Blessed	Edgy
Peaceful	Disdain	Fulfilled	Indifferent	Delighted	Exhausted
Present	Disgruntled	Present	Isolated	Fortunate	Frazzled
Relaxed	Disturbed	Safe	Lethargic	Grace	Overwhelm
Serene	Edgy	Warm	Listless	Humbled	Rattled
Trusting	Exasperated	Worthy	Removed	Lucky	Rejecting
Aliveness / Joy	Frustrated	Curious	Resistant	Moved	Restless
Amazed	Furious	Engaged	Shut Down	Thankful	Shaken
Awe	Grouchy	Exploring	Uneasy	Touched	Tight
Bliss	Hostile	Fascinated	Withdrawn	Guilt	Weary
Delighted	Impatient	Interested	Embarrassed / Shame	Regret	Worn out
Eager	Irritated	Intrigued	Ashamed	Remorseful	Unsettled / Doubt
Ecstatic	Irate	Involved	Humiliated	Sorry	Apprehensive
Enchanted	Moody	Stimulated	Inhibited	Hopeful	Concerned
Energized	On edge	Despair / Sad	Mortified	Encouraged	Dissatisfied
Engaged	Outraged	Anguish	Self-conscious	Expectant	Disturbed
Enthusiastic	Pissed	Depressed	Useless	Optimistic	Grouchy
Excited	Resentful	Despondent	Weak	Trusting	Hesitant
Free	Upset	Disappointed	Worthless	Powerless	Inhibited
Happy	Vindictive	Discouraged	Fear	Impotent	Perplexed
Inspired	Courageous / Powerful	Forlorn	Afraid	Incapable	Questioning
Invigorated	Adventurous	Gloomy	Anxious	Resigned	Rejecting
Lively	Brave	Grief	Apprehensive	Trapped	Reluctant
Passionate	Capable	Heartbroken	Frightened	Victim	Shocked
Playful	Confident	Hopeless	Hesitant	Tender	Skeptical
Radiant	Daring	Lonely	Nervous	Calm	Suspicious
Refreshed	Determined	Longing	Panic	Caring	Ungrounded
Rejuvenated	Free	Melancholy	Paralyzed	Loving	Unsure
Renewed	Grounded	Sorrow	Scared	Reflective	Worried
Satisfied	Proud	Teary	Terrified	Self-loving	
Thrilled	Strong	Unhappy	Worried	Serene	
Vibrant	Worthy	Upset		Vulnerable	
	Valiant	Yearning		Warm	

If you are able to both describe and apply your knowledge of different human emotions, you become more self-aware and can more accurately perceive and label your own emotions and empathize with others.

Source: Hoffman Institute Foundation

Self-Awareness: Closing

- Emotionally intelligent behaviors include:
 - Can tell when own mood is changing
 - Can tell when own emotions are affecting performance
 - Quickly realizes when starting to lose temper
 - Quickly realizes when thoughts are turning negative
 - Reflects and learns from experience
 - Open to feedback
 - Able to show a sense of humor and laugh at themselves
 - Shows confidence in own capabilities
 - Guided by internal belief and value system
 - Able to articulate feelings and emotions appropriately

Self Awareness Example: Taylor Swift & Jimmy Fallon



Break



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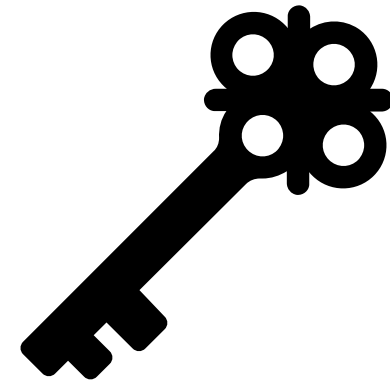
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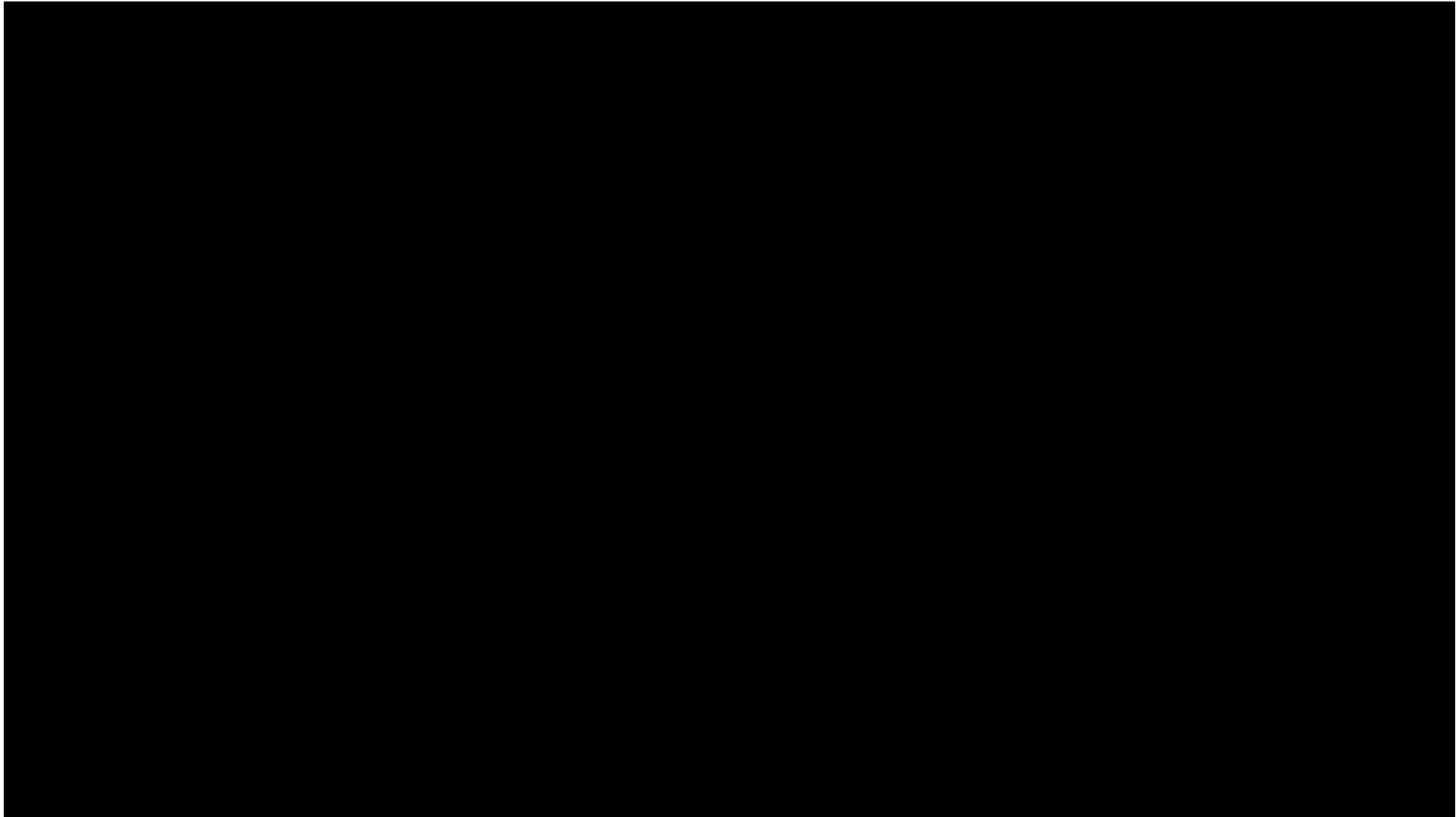
Self Management

Key Points

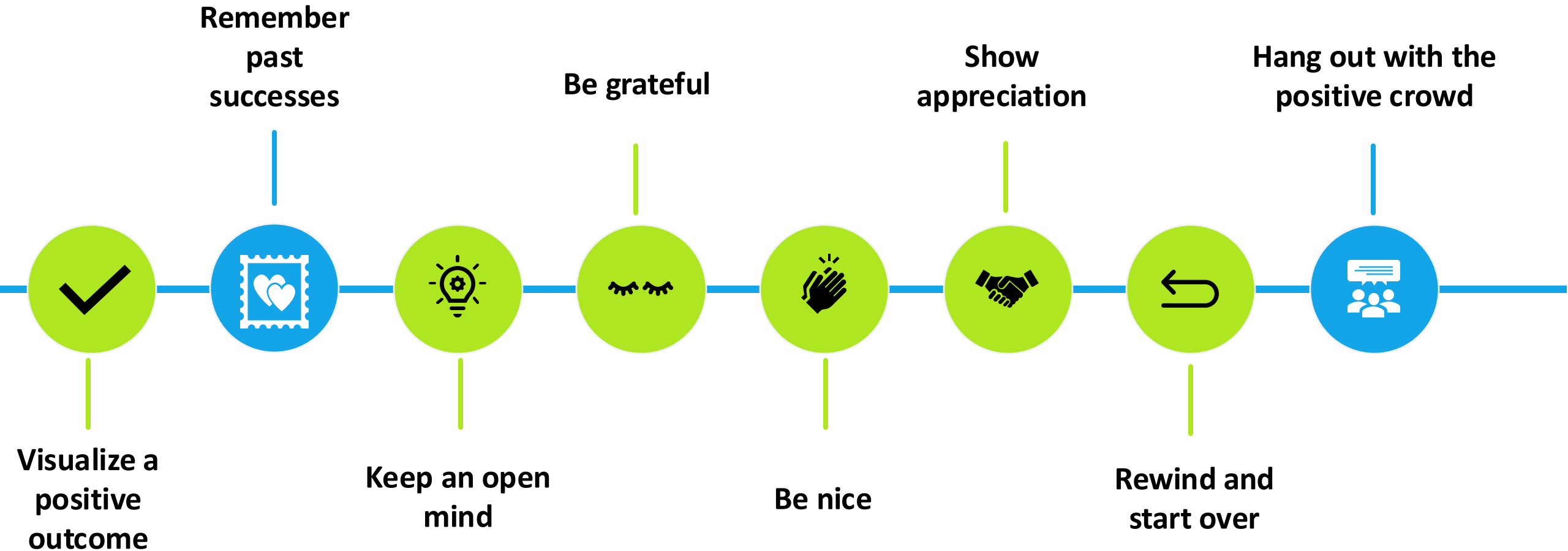
- What is happening with me?
- What am I going to do about it?
- Reframing
- “Waking up on the wrong side of the bed” self-management activity
- Self-management techniques



Self Management Example



Creating Positive Brain Connections: Reframing



Activity: Woke up on the wrong side of the bed?

Reframe It!

1. What are 1-2 annoying events you experienced during the past few weeks? (2min)
2. Share events. Select most common annoyance. Think of creative ways to reframe. (10 min)

“What can I do to change this?”

“What’s the silver lining?”

★ Reframe Your Thoughts ♥

Empathy Reframe	What would my best friend say to me? What would I say to someone having these thoughts? <small>SelfLoveRainbow</small>
Facts Reframe	What are the facts? Is this true? Is there an alternative explanation that makes sense?
Language Reframe	Can I use words that affirm what I’m feeling but are also empowering or supportive?
Context Reframe	Is this a big picture issue? Is there a middle ground somewhere in this situation?
Behavioral Reframe	What have I done that's in opposition to the thoughts I am having about myself?

Trigger Techniques

What can you do when you get triggered?

- Box Breathing
- The Six Second Rule

Self-Management Closing

Emotionally Intelligent behaviors include:

- Being able to admit your mistakes
- Act ethically and withstand scrutiny
- Take a tough, principled stand even if it is unpopular
- Effectively challenge unethical behavior in others
- Learn from and reframe when angry
- Engage in self-talk to manage challenging feelings
- Ability to re-focus and concentrate when feeling anxious
- Think clearly and stay on task under pressure
- Remain cool in the face of others' anger or aggression
- Stay composed, positive and unruffled even in tough times
- Choose your response rather than triggered reacting

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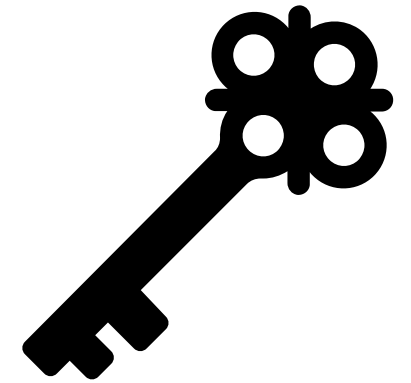
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Compassion

Key Points

- What is compassion?
- Compassion vs. empathy
- Compassion and sensing what others feel – skill practice activity
- Active compassionate listening



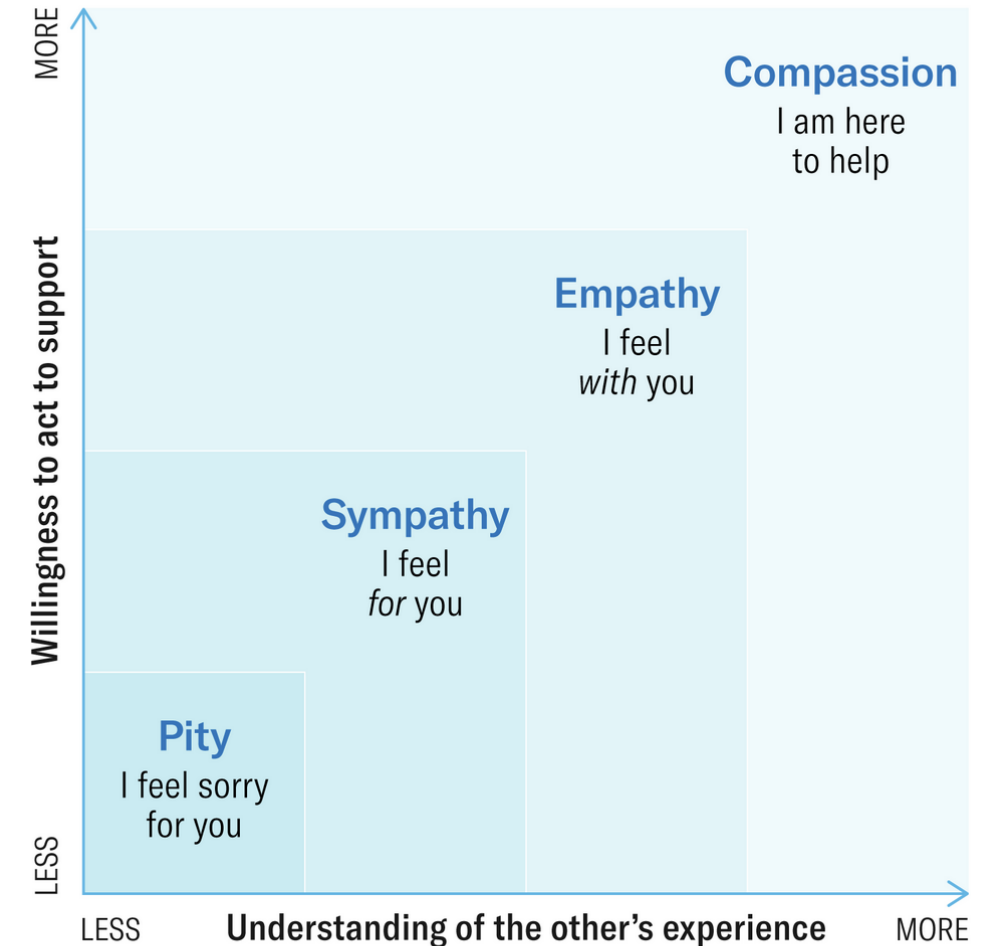
Empathy vs. Sympathy



Compassion vs. Empathy

“If I led with empathy, I would never be able to make a single decision. Why? Because with empathy, I mirror the emotions of others, which makes it impossible to consider the greater good.”

- *Paul Polman, former CEO of Unilever*



Source: Potential Project

HBR

Break



Leading with Compassion

- **Take a mental & emotional step away** to get clearer perspective on the person and the situation. Stepping away allows space for you to help solve the issue.
- **Ask what they need:** gives the person the opportunity to reflect and you'll have a better idea how you can help.
- **Remember the power of non-action** as an effective way of helping. People often don't need your solution, they want to be seen and heard.
- **Coach them to find their own solution:** leadership is about growing & developing people, so they are empowered.
- **Practice self-care** to stay resilient, grounded, and in tune with yourself. There's an impact from managing one's own feelings to better manage others.

Source: Harvard Business Review, 12/23/2021

5 Compassionate Listening Guidelines

EMPTY YOURSELF: be with the other



- Don't think
- Don't try to find solutions
- Don't try to help them out of their issues

- Be attentive to the other person
- Attuned to what is happening in the moment
- Attend to what they are telling you with their words, and the way they say them and with their body language

- Accept what is, even if what they share goes against your point of view or the way you would resolve something

- Suffering belongs to the person experiencing it
- Don't judge the pain according to your scale

- Don't try to affect the course because you want to resolve the issue
- Build trust instead. Whatever is happening will dissipate over time

Activity: Shoe Switch - Partners

Think of a time when you were in a situation that didn't go well. Maybe a conversation you had with someone where ideas differed, and the conversation was tense

1. Partners A explains to B (and C if you have 3 people) a situation that didn't go as anticipated in as much detail as possible. **(3 min)**.
2. Partner(s) B (and C if applicable) try to figure out what the others in the situation might have been thinking or feeling when they reacted in Partner A's scenario. B&C shares thoughts with Partner A. **(5 min)**
3. Switch partners (if you have 3 people B&C decide which of them shares a situation) and repeat. **(8 min)**



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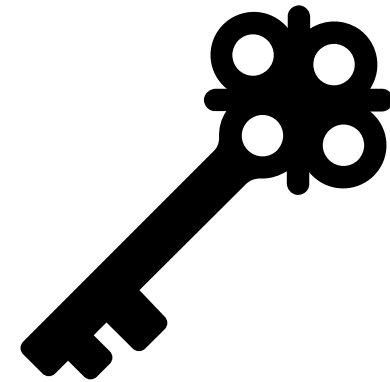
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Managing Relationships

Key Points

- Building blocks for managing relationships
- Ten habits of emotionally intelligent people



Building Blocks for Managing Relationships

Show people that you value them.

Seek mutual understanding and information sharing.

Fine-tune your presentation to appeal to the listeners' needs.

Build consensus and support wherever possible.

Communicate with clear and convincing messages.

Use negotiation rather than dominance.

Be upfront and straightforward, avoiding games or office politics.

Analyze performance and root causes of problems.

Approach conflict constructively, staying aware of others' feelings.

Bring disagreements into the open and help de-escalate them.

Be tactful when responding to others.

Orchestrate win-win solutions.

What do you want to Start, Stop or Keep doing?

10 Habits of Emotionally Intelligent People

1. Label their feelings, rather than labeling people or situations
2. Distinguish between thoughts and emotions
3. Take responsibility for their emotions
4. Use their emotions to help make decisions (pathway for learning)
5. Show respect for others' feelings
6. Intentional about being present
7. Validate others' feelings
8. Practice getting positive outcomes from their challenging emotions
9. Don't advise, command, control, criticize, blame or judge others
10. Choose people who validate them and respect their feelings

What do you want to Start, Stop or Keep doing?

Group Activity: Self Talk Tapes

- Your internal dialogue about you
- Can go on below the surface – on an unconscious level
- Repetitive themes that influence moods, attitudes, and behaviors
- What's your tape?



Example: What's My Tape?

My Most Common Tape	What's the Message/Value?	Nickname?
It is not better than what other people could do!	To be accepted, liked, and respected you must be perfect – nothing less will do.	“Critical Mother”

Self Talk Tape Examples

- **Victim:** Since nothing is ever your fault, you don't need to take responsibility for your life.
- **Failure:** You are a failure at everything you try. The focus is on the past.
- **Revenge:** "Just wait." Is the slogan. You bide your time until ready to pounce.
- **Self-Doubt:** Your tape plants seeds of doubt in your mind. It destroys your confidence and ruins tomorrow.
- **Self-Pity:** Poor you, with your terrible fate. Everything in your life is a catastrophe.
- **Must Fix It:** You are responsible for fixing everything in your life and everyone else's.
- **Scarcity:** There is never enough of anything. This causes constant panic over resources.
- **Comparison:** You compare everything you have and are, with that of others. It's all about how you rank.
- **Perfectionist:** You and everything you do must be perfect. You are a failure if you fall short.
- **Hide Out:** You lay low and do not take action to avoid poor results.
- **Injustice:** You have been wronged in every aspect of your life.

Reflection

I learned...

I re-learned...

I wonder...

I was
surprised...

I hope...

I plan to...

Wrap-up

- Next Steps
 - Schedule workshop #4
 - Complete pre-work



Thank you!

