

Leadership, Management and Emotional Intelligence

Instructor:

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Course Description: Emotional intelligence is an attractive framework for consideration of the soft skills that all effective leaders and managers require. The course is a *pragmatic* look at how self-awareness, self-management, social awareness, and relationship management (the four skill areas of emotional intelligence) are blended to accomplish organizational goals. This is not a therapy course. Specifically, the concept of emotional intelligence will be applied to the international context, teams, conflict, leadership, career management, and fear of failure.

Emotional Intelligence: Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships. Research suggests that as much as 2/3 of the competencies that predict managerial and leader success across a wide range of jobs and industries can be related to the areas of social and emotional intelligence.

Learning Objectives: At the end of the elective the student should be able to:

- Define and discuss effective leadership and management
- Understand the key concepts of emotional intelligence
- Relate the elements of leadership and management to emotional intelligence
- Discover their personal emotional intelligence skill level
- Devise a program to raise their emotional intelligence level
- Understand emotional intelligence in an international context
- Understand how to use emotional intelligence in teams
- Understand how to use emotional intelligence in conflict
- Relate emotional intelligence and the fear of failure
- Relate leadership, emotional intelligence and failure

AGENDA

DAY ONE	DESCRIPTION	READINGS
EI: Introduction	Introduction to topic. Theories of multiple intelligences. Emotions Relationship to management/leadership.	<i>Emotional Intelligence 2.0</i> , Bradberry and Greaves; <i>Emotional Intelligence</i> , Goleman; <i>Emotional Intelligence at Work</i> , Goleman Neurology of Emotional Intelligence, Sen
EI: Self Assessment	Quantifying my EI Determining and understanding my EI scores	<i>Emotional Intelligence 2.0</i> , Bradberry and Greaves
EI: Four Core Skills	Elaboration of the four aspects of EI: Self Awareness, Self Management, Social Awareness, Relationship Management. Links to leadership and management.	<i>Emotional Intelligence 2.0</i> , Bradberry and Greaves; Discovering Your Authentic Leadership: George, Sims, McLean and Mayer, HBR; Reaching Your Potential, Kaplan, HBR; What's Your Story, Ibarra and Lineback, HBR
Self Directed Learning to Raise EI	The process of improving EI. Self directed learning as an aid to development as a manager. Understanding how to learn from experience.	<i>Raising Your Emotional Intelligence</i> : Segal <i>Seven Steps to Emotional Intelligence</i> ; Merlevede, Bridoux, Vandamme How to Make Experience Your Companies Best Teacher: Kleiner and Roth, HBR Kolb's Experientail Learning Theory, Atkinson and Murrell, J. of Counseling and Development
DAY TWO	DESCRIPTION	READINGS
EI: Leadership	Basic theories of Leadership. The ideas of Manfred Kets de Vries. The link between EI and organizational effectiveness and leadership.	What Makes a Leader: Goleman, HBR Leadership that Gets Results: Goleman, HBR Primal Leadership: The Hidden Driver of Great Performance: Goleman, HBR Executive "Complexes: Kets de Vries, Org Dynamics The Dangers of Feeling Like a Fake: Kets de Vries, HBR <i>The Leadership Mystique</i> : Kets de Vries, etc. In Search of the New European Business Leader, Kets de Vries The Development of the Leader Within the Global Corporation, Kets de Vries

Toxic Leadership	When EI and leadership go awry. Leaders who use EI for personal gain.	<i>The Allure of Toxic Leaders</i> : Lipman-Bluman Narcissistic Leaders: Maccoby, HBR The Great Intimidators: Kramer, HBR Leadership Run Amok: Spreier, HBR Leadership: Warts and All, Kellerman, HBR The Passive-Aggressive Organization, Neilson, Pasternack, Van Nuys, HBR
EI: International EI: Decision making and intuition	Extension of the ideas of EI to cultural intelligence. Understanding the role of emotions in decision making and intuition.	Cultural Intelligence: Earley and Mosakowski; HBR <i>Cultural Intelligence</i> : Peterson Leading by Feel: HBR
EI: Teams	Understanding and developing the EI of teams. The emotionally intelligent way to handle conflict in groups.	Building the Emotional Intelligence of Groups: Druskat, Wolff; HBR Decoding the Team Conundrum: Kets de Vries, Org Dynamics Envy at Work, Menon and Thompson, HBR
DAY THREE	DESCRIPTION	READINGS
Home Country Leaders and Managers	Student led discussion of leaders and managers from their home country based on pre-assigned reading. Conclusion as to whether they are emotionally intelligent	Students prepare a biographical sketch of a noted leader/manager from their home country based on pre-reading prior to attending ESSAM The CEO Who Couldn't Keep His Foot Out of His Mouth: Burrell, HBR
EI and Failure	The role that failure plays in the development of a manager/leader. The emotionally intelligent response to career failure and setback for a leader/manager.	<i>Why CEOs Fail</i> : Dotlich and Cairo <i>Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction</i> : McIntosh and Rima Leaders Who Self-Destruct, Kets de Vries
Final Discussion	Clarification and discussion of the final project. Instructor comments and suggestions on student proposals.	None

Class Format: A combination of case studies, videos, exercises, group discussion, and small group interactions will be utilized. Students should come prepared to draw on their personal experiences as managers and employees. Active learning and participation is the expectation.

Readings: Readings are included as examples of the sources on which the module is based. Changes may be made in the readings up to the last minute as new works appear. Though new readings may emerge, the focus of each session will not change. In some cases students will be asked to read, discuss and critique original works; obviously the shorter works appropriate to the three day format.

***Please Note:** Prior to arrival at ESSAM each student will prepare a brief biographical sketch of a noted leader/ manager from their home country. These sketches will serve as the basis for consideration and discussion of their effectiveness and their relative emotional intelligence.*

Assessment: Assessment will be a self selected project related to emotional intelligence and the art of management and leadership. Likely projects include a self directed program to raise an area of emotional intelligence, specific cases related to work, case reviews of either local or well known leaders or managers, or any project the instructor and student consider valuable. Specific details will be determined in class.