



PART 1

# TRANSFORMING LEADERS THROUGH EMOTIONAL INTELLIGENCE-

*Your Way To Success*

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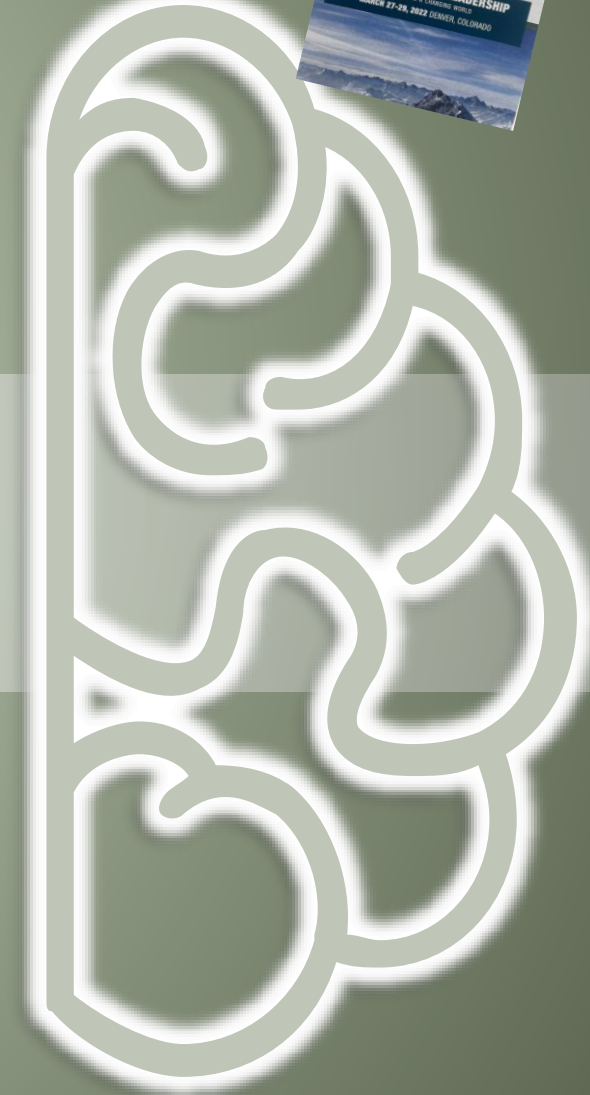
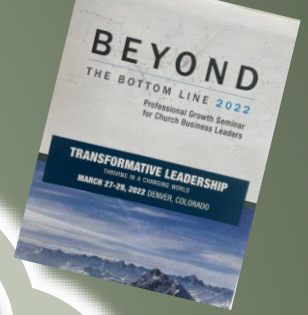
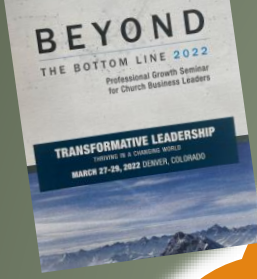


# Transformative Leadership: Thriving in a Changing World

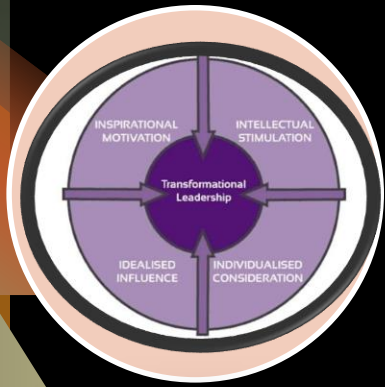
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A Transformational Leader **Will**  
**Lead Greatly** by Developing  
Their Emotional Intelligence

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# Transformational Leadership and EI



**Transformational Leadership:** *"A transformational leadership style **inspires employees to strive beyond required expectations** to work toward a shared vision, whereas transactional leadership*

– James MacGregor Burns, 1978

**85% of Employees “Do Not” Meet Expectations**

**13% of Employees “MEET” Expectations**

**2% of Employees “Exceed” expectations**

-John Maxwell, March 2022



# How Important is Emotional Intelligence for Financial Executives?

**FACT:**

An individual's success at  
work and life is **80%**  
dependent on **EQ**, and  
only **20%** dependent on **IQ**

**-Daniel Goleman**

*Author, Journalist and Psychologist*

## 7 ways finance use emotional intelligence

By Swati Sanyal Tarafdar  
15 October 2020

## The Importance of Emotional Intelligence in Finance

People and leadership skills

The International Journal of Coaching in Organizations™

# IJCO

*The Emotional Intelligence of Money:  
A Case for Financial Coaching*

Brenda Smith



The importance of emotional intelligence -- measured by the emotional intelligence quotient (EIQ) -- cannot be underestimated, especially in the customer relationship management of finance organizations. Many have even started to invest in EIQ programs.

TABLE 1: Overall EI differences by Industry sector

The midline represents the mean average for all job sectors



The sample consisted of 5,232 individuals from the financial sector.

-PSI Talent Management



Financial Leaders Must Not Forget These **Critical** Areas of EI:

1. **Regards for others**
2. **Awareness of Others**
3. **Connecting With Others**
4. **Trust**
5. **Emotional Expressions**
6. **Emotional Control**





EI predicts 80%-90% of success.

# Emotional

# Intelligence

**“THE CAPACITY FOR *RECOGNIZING OUR OWN FEELINGS AND THOSE OF OTHERS*, FOR MOTIVATING OURSELVES, AND FOR MANAGING EMOTIONS WELL IN OURSELVES AND IN OUR RELATIONSHIPS.**

***—P. Salovey, Yale President (2020)***

Emotions are *essential* and help us think

# What Does Scripture Say About Emotions?



There is a time to weep and a time to laugh; a time to mourn and a time to dance.

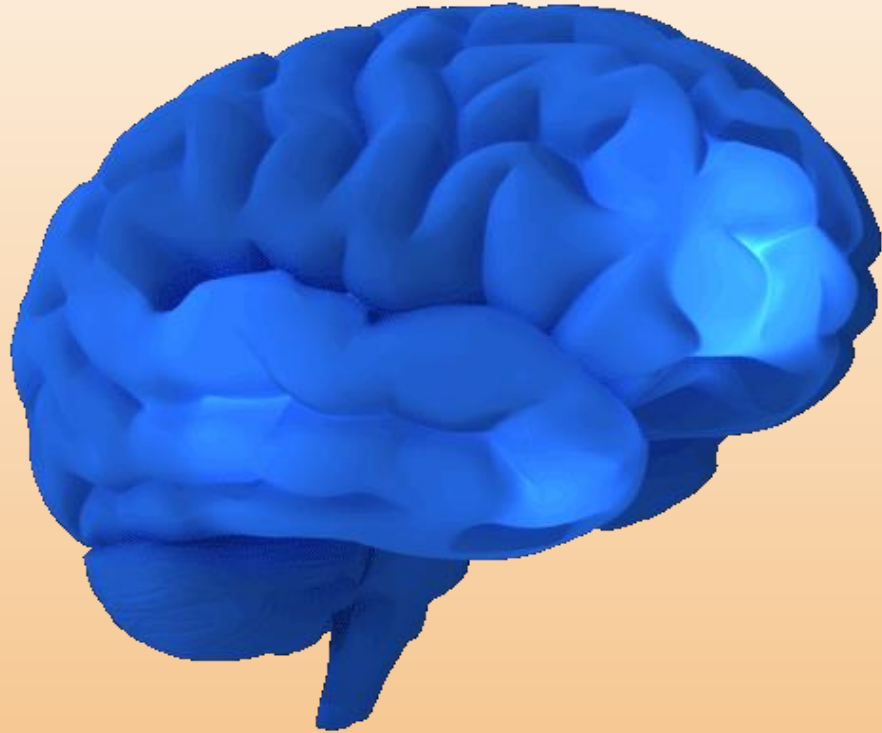
~ Solomon

Ecclesiastes 3:4





# Our Thoughts lead to Feelings



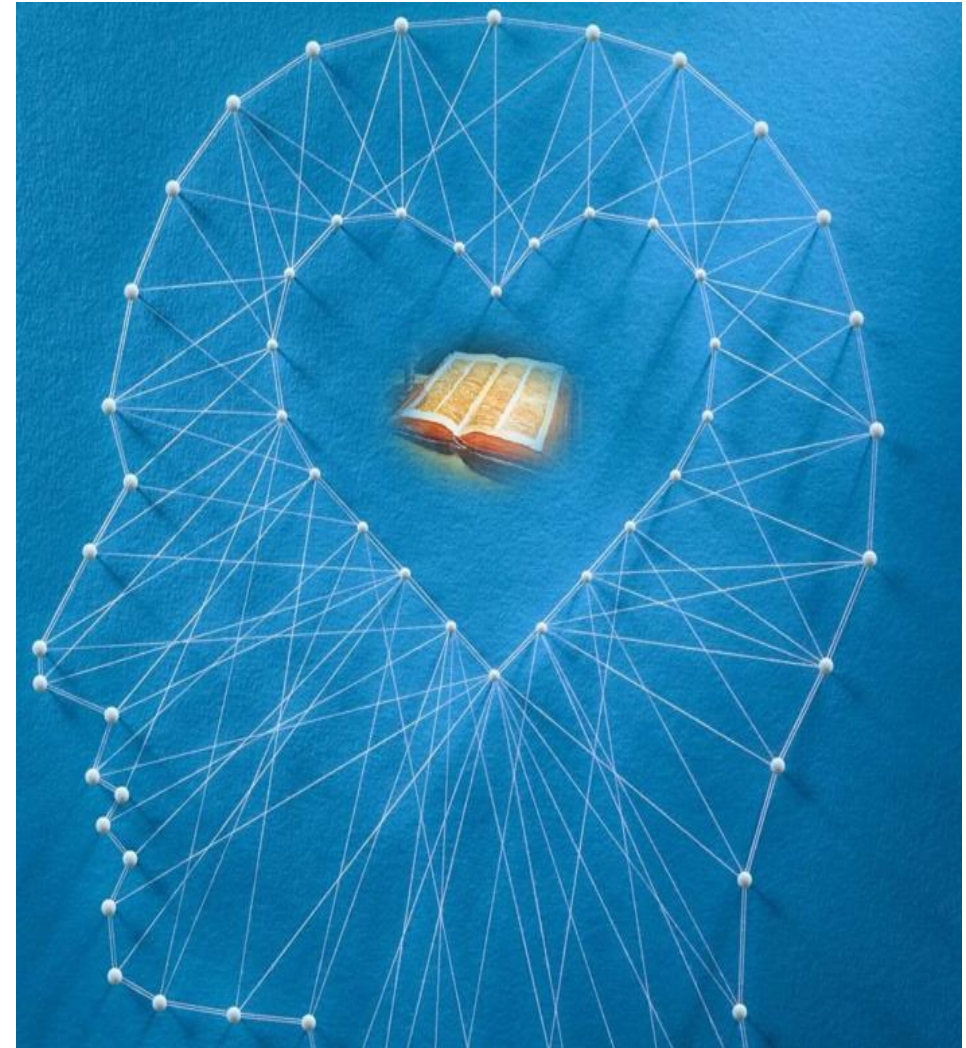
Humans have more than 6,200 thoughts per day.

98% of thoughts are  
from YOUR OWN  
HABITS!

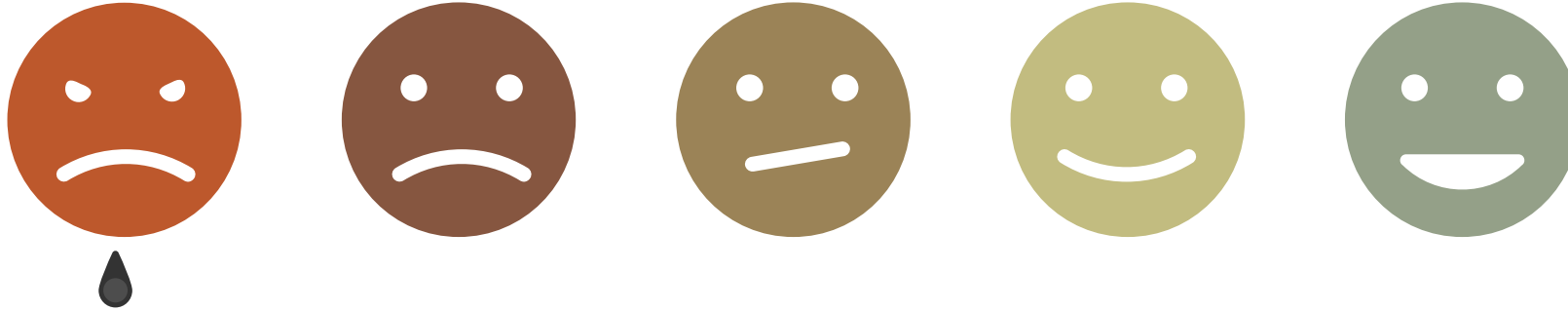


# What Does Scripture Say About Emotions?

The Bible states that any emotion (happiness, sorrow, worry) **should be brought in prayer to God**, as stated in [Philippians 4:6-7](#), for bringing our concerns to God allows His peace and guidance to come to us.



# Which Emotion Do You Express the Best?



## 8-Basic Emotions

- ❓ **Anger:** fury, outrage, wrath, irritability, hostility, resentment and violence.
- ❓ **Sadness:** grief, sorrow, gloom, melancholy, despair, loneliness, and depression.
- ❓ **Fear:** anxiety, apprehension, nervousness, dread, fright, and panic.
- ❓ **Joy:** enjoyment, happiness, relief, bliss, delight, pride, thrill, and ecstasy.
- ❓ **Interest:** acceptance, friendliness, trust, kindness, affection, love, and devotion.
- ❓ **Surprise:** shock, astonishment, amazement, astound, and wonder.
- ❓ **Disgust:** contempt, disdain, scorn, aversion, distaste, and revulsion.
- ❓ **Shame:** guilt, embarrassment, chagrin, remorse, regret, and contrition.



# Someone Who Demonstrates Good Emotional Intelligence



Decision Making  
Listening  
Empowering Others

Respecting Others  
Non-judgemental  
Flexibility

Perceiving  
Understanding  
Respect

Trust  
Develop Others  
Stress Tolerance

## Foundations of Good EI

Emotional Self-Awareness

Understanding

Using

Managing Emotions



# Emotional Self-Awareness

## THE FOUNDATION OF Emotional Intelligence

*Is the ability to understand your own emotions and their effects on your performance.*

*-D. Goleman, (2020)*

You have an accurate sense of your strengths

What you are feeling and why—and how it helps or hurts what you are trying to do.

How others see you

Continual endeavor, a conscious choice to be self-aware.

A close-up, high-resolution photograph of a human eye, looking slightly to the right. The image has a soft, greenish-yellow tint. The eye is the central focus, with the iris and pupil clearly visible. The surrounding skin and eyelashes are also in focus, though slightly less sharp than the eye itself.

# Perceive - Picking up on Cues

**Facial Expressions** - Why they matter: Facial expressions can be the **most obvious social cues on reading a person**. It's hard to hide an emotion when it's "written all over your face."

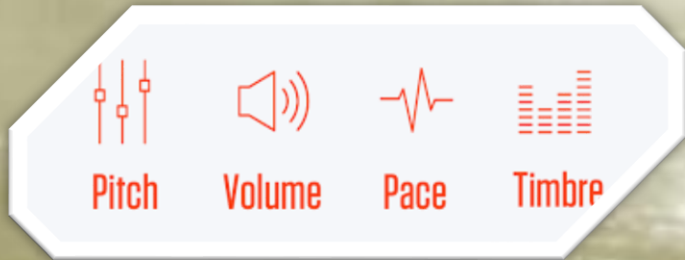


# Perceive - Picking up on Cues

Body Language - How we use it: Sometimes an emotion is so strong, it affects the way we hold our body - Why it matters: Body language can be involuntary or done on purpose.



# Perceive - Picking up on Cues



- **Voice Pitch and Tone**- How we use it: **Certain moods call for high or low voices** and fast or slow speech. - **Why it matters: *Changes in voice can sometimes change the meaning of what's being said. ("Bless Your Heart")***
- **Personal Space** – Space Bubble



# Perceive – In Scripture



**Luke 5:** <sup>22</sup> When Jesus perceived their thoughts, he answered them, “Why do you question in your hearts?”













Company Name  
Address  
City, State, Zip

Invoice

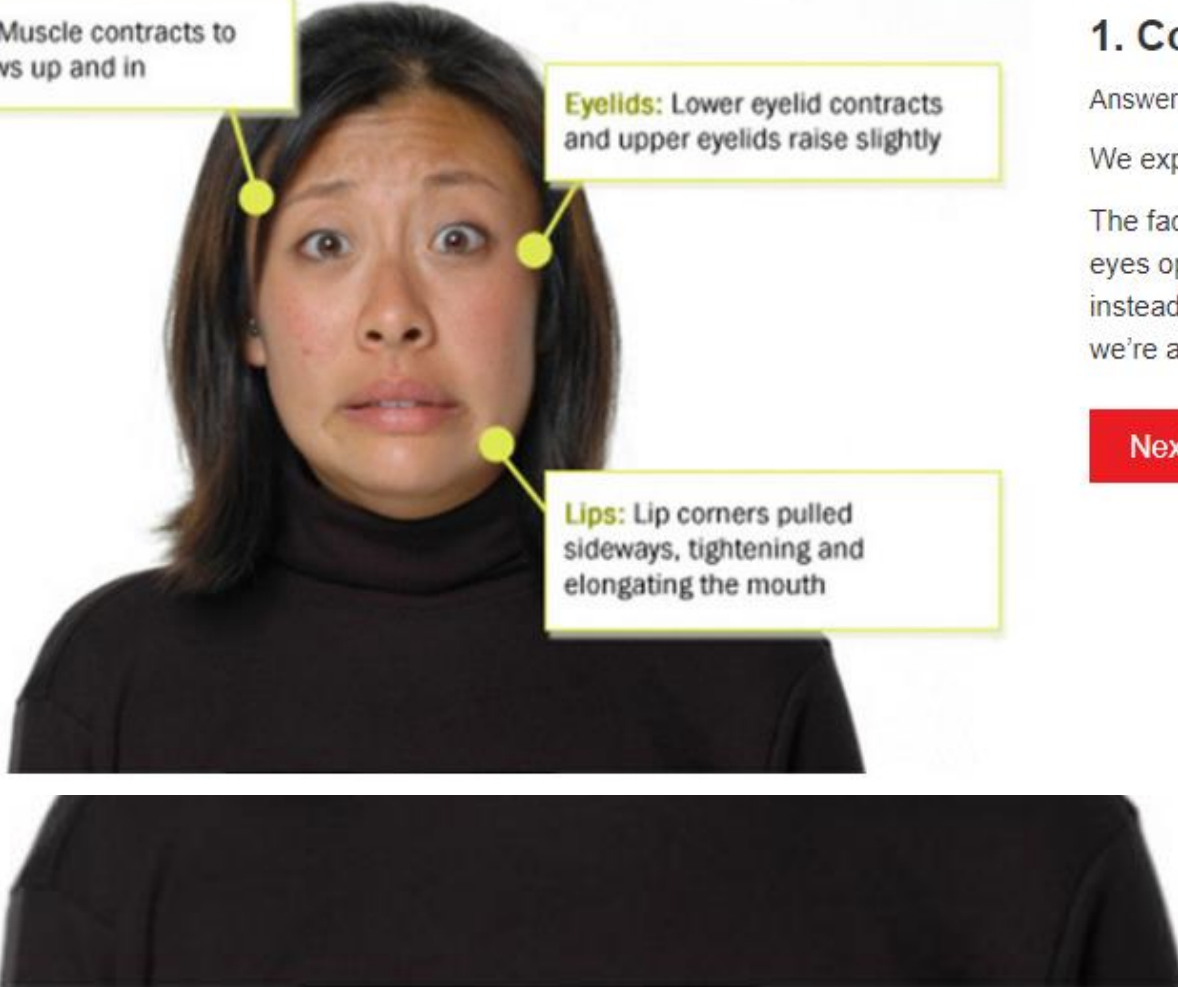
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Due Date: 11/23/2023

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Item 2	5	200.00	1000.00
Item 3	2	500.00	1000.00
Item 4	1	1000.00	1000.00
Item 5	1	1000.00	1000.00
Item 6	1	1000.00	1000.00
Item 7	1	1000.00	1000.00
Item 8	1	1000.00	1000.00
Item 9	1	1000.00	1000.00
Item 10	1	1000.00	1000.00
Item 11	1	1000.00	1000.00
Item 12	1	1000.00	1000.00
Item 13	1	1000.00	1000.00
Item 14	1	1000.00	1000.00
Item 15	1	1000.00	1000.00
Item 16	1	1000.00	1000.00
Item 17	1	1000.00	1000.00
Item 18	1	1000.00	1000.00
Item 19	1	1000.00	1000.00
Item 20	1	1000.00	1000.00

Subtotal: 20000.00  
Tax: 1000.00  
Total: 21000.00







**Eyebrows:** Muscle contracts to pull eyebrows up and in

**Eyelids:** Lower eyelid contracts and upper eyelids raise slightly

**Lips:** Lip corners pulled sideways, tightening and elongating the mouth

## 1. Correct!

Answer: **Fear**

We express fear when we feel physically or psychologically threatened.

The facial expression of fear is often confused with surprise. But when we're surprised, our eyes open wider than when we're afraid, and our mouth isn't pulled sideways, like it is here; instead, our jaw drops and the mouth hangs open. Plus, our eyebrows are relatively flat when we're afraid; they arch more when we're surprised.

Next 2





**Eyelids:** Muscles tighten around eyes, pouching of lower eyelid

**Lips:** Corners pulled up


## 2. Correct!

Answer: **Happiness**

This is a classic display of a genuine smile, called a Duchenne smile, which signals happiness.

It's defined by two muscle movements. The movement common to all smiles is the zygomatic major muscle pulling the lip corners up. But, critically, what reveals this as a genuine smile is what happens around the eyes: The muscles tighten, making those wrinkles, or crow's feet, around the sides of the eyes and creating that pouching of the lower eyelid. When you see these signs, the person isn't just smiling politely; he's feeling genuine happiness.

Next 3



**Forehead:** Muscle contracts to furrow brow

**Eyelids:** Muscles contracts to tighten lower eyelids and raise upper eyelids

**Lips:** Tighten and press together

### 3. Correct!

Answer: **Anger**

You see these muscle movements—in the lips, around the eyes, and in the brow—when people are feeling aggressive, threatened, or frustrated. Researchers think we make this expression when we're angry because it could protect the face in a physical conflict—for example, the furrowed eyebrows could protect the eyes.

People often confuse anger and disgust, but disgust involves a raised upper lip and a wrinkle in the nose that you don't see here.

Next 4

# Do You Want to Grow in Perceiving?

**Body Language:** <https://testyourself.psychtests.com/testid/3764> ,

<https://sites.google.com/site/b2222w/home/body-language-quiz>

<https://www.scienceofpeople.com/quiz/>

<https://www.esolcourses.com/content/englishforwork/quizzes/a/3/quiz3.html>

**Facial Expression:** [https://greatergood.berkeley.edu/quizzes/ei\\_quiz](https://greatergood.berkeley.edu/quizzes/ei_quiz)

<https://www.paulekman.com/quizzes/>

<https://www.theguardian.com/science/shortcuts/quiz/2014/apr/01/compound-emotions-ohio-state-university-quiz>

<https://www.microexpressionstest.com/micro-expressions-test/>

<https://well.blogs.nytimes.com/2013/10/03/well-quiz-the-mind-behind-the-eyes/>



**Emotions are essential, wonderful, God-created**  
aspects of our lives...they enable us to **experience**  
**our life** and **connect** with one another

Invite the Holy Spirit  
to lead your decisions  
and emotions today!

John 14:15-17

# In closing....



You have an accurate sense of your strengths  
what you are feeling and why—and how it  
helps or hurts what you are trying to do.

How others see you

Continual endeavor, a conscious choice to be self-aware.

## Emotional Self-Awareness

THE  
FOUNDATION OF

## Emotional Intelligence

*Is the ability to understand your  
own emotions and their effects on  
your performance.*

*-D. Goleman, (2020)*



# PART 2

## TRANSFORMING LEADERS THROUGH EMOTIONAL INTELLIGENCE- *Your Way To Success*

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Director, CTE - SAU  
March 29, 2022





# Emotional intelligence and investment behavior

**Vanguard**<sup>®</sup>

Authors: John Ameriks, Ph.D., Tanja WraniK, Ph.D.,  
Peter Salovey, Ph.D., and Karin Peterson LaBarge, Ph.D.

N-1,357 Vanguard Investors

Given a test of Emotional Intelligence

***Did EI have a significant relationship to observed investor behavior***

\*Overall findings “Suggest that there is an important relationship between emotional intelligence and financial behavior” ... A financial leader may increase his/her effectiveness as much as 10%-20% by developing (1-hour per week) their Emotional Intelligence.

# How to Lead With Emotional Intelligence in the Time of COVID-19

Laura Murray, Johns Hopkins (2020)

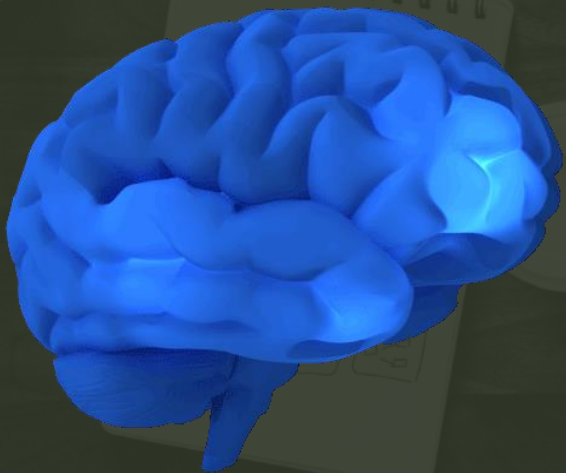
1. Emotional Self Awareness
2. Empathy
3. Be Real
4. Take Care of Yourself
5. Internal Thoughts





# Using Emotions

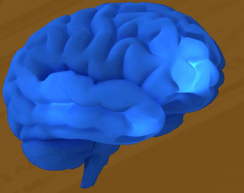
The ability to **generate**  
**and feel** emotion as  
necessary to communicate  
feelings or employ them in  
other cognitive processes





# Using Emotions

## How to Generate Emotions



To self-generate an emotion, you must *act* as if you were feeling the emotion already, which means:

1. Imitate the emotion
2. Change your body language
3. Alter your CURRENT tone



# Using Emotions



## How to Feel Emotions

The first step to feeling your feelings fully is to identify them (not to be confused with identifying *with* them).

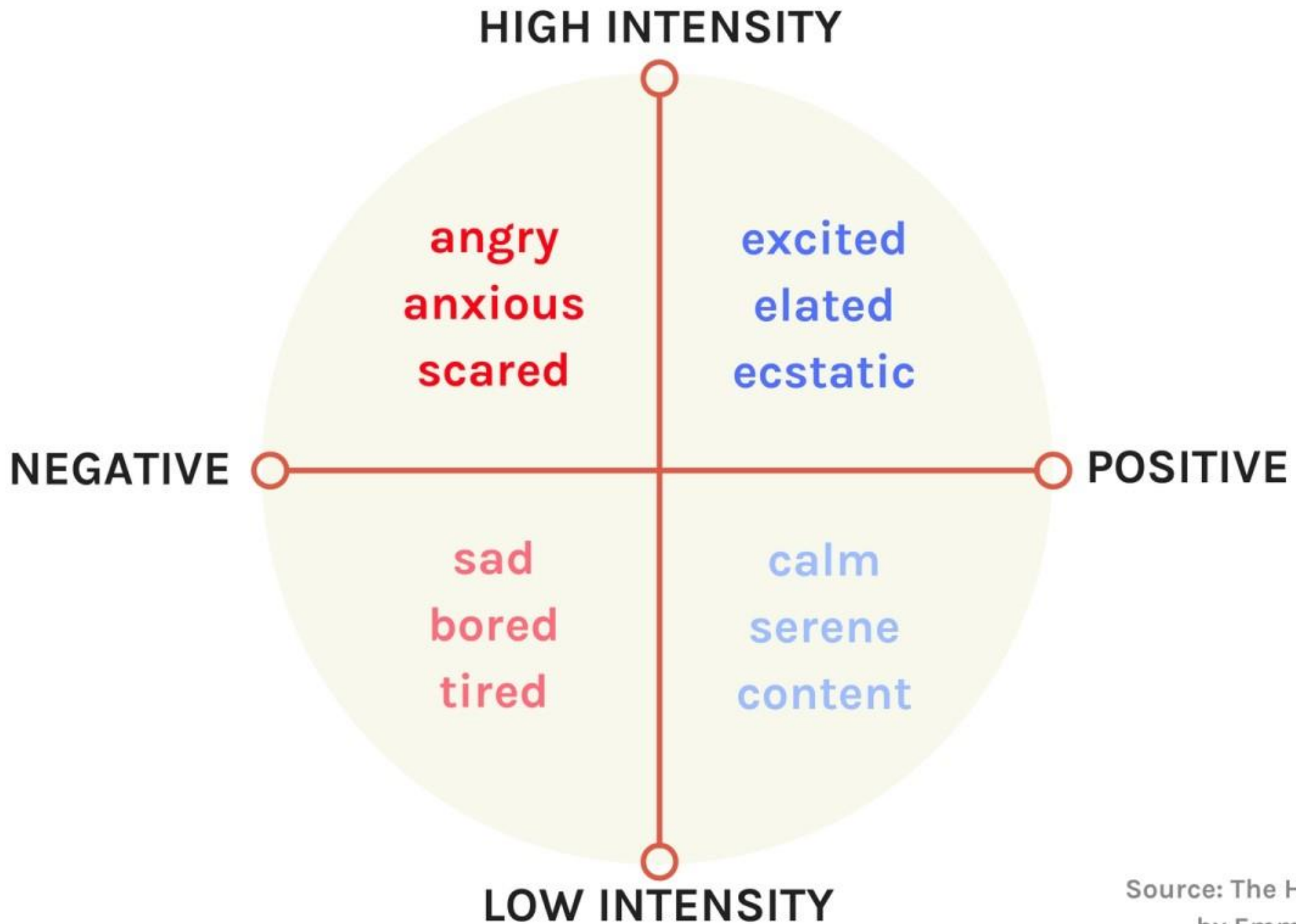
Validate Feeling – Sit With It – Express (appropriately).

*Learning how to feel* your feelings takes practice.

**\*Always ask God to Lead!**





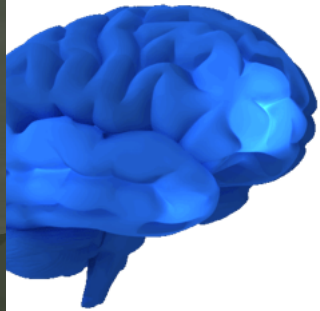


Source: The Happiness Track  
by Emma Seppälä



# Using Emotions

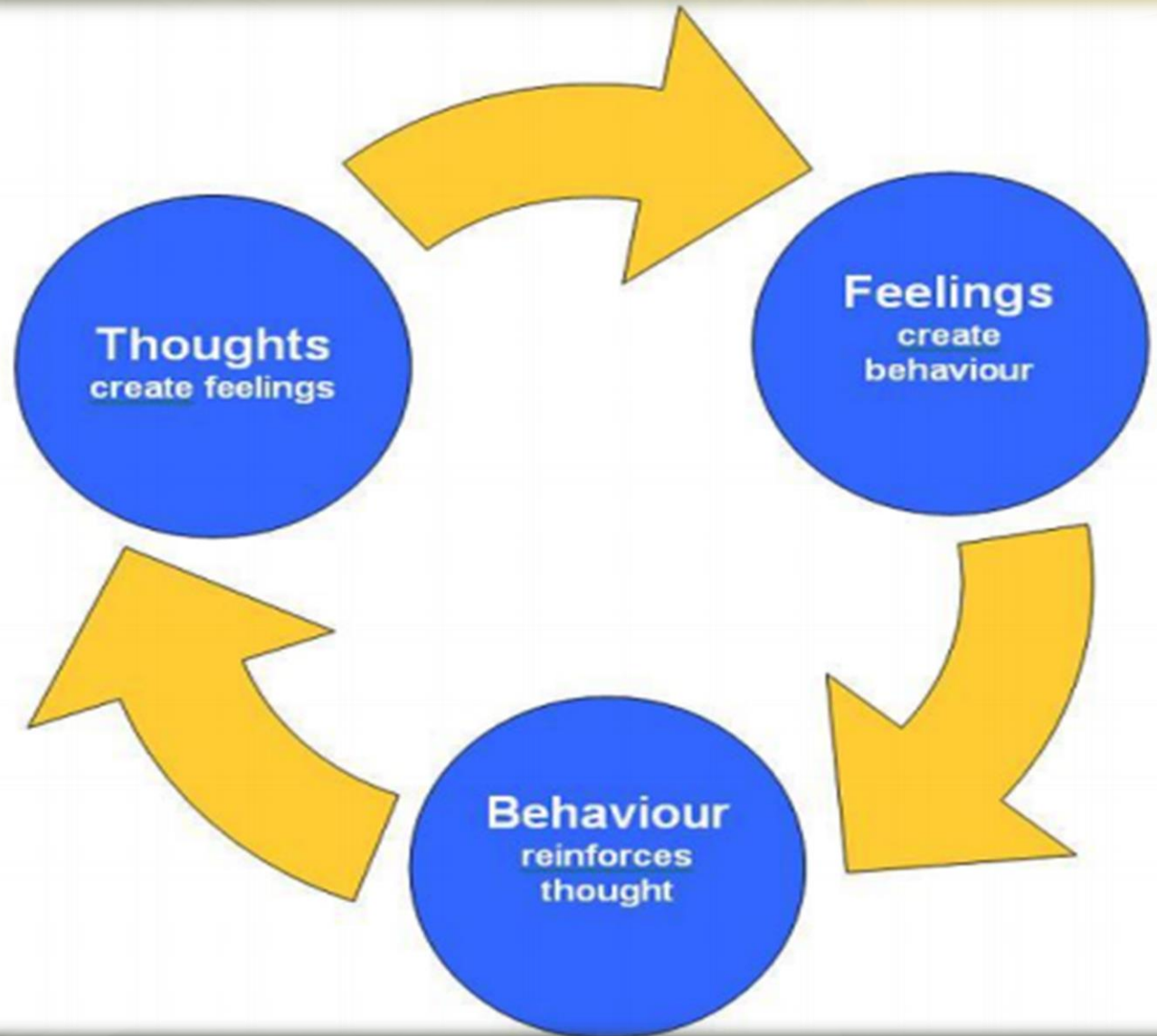
## Our Thoughts lead to Feelings



Humans have more than 6,200 thoughts per day.

6,200 – Thoughts in a day  
16 “awake” hours per day  
387.5 Per Hour

*-Harvard Study*





“For my thoughts are not your thoughts,  
neither are your ways my ways,”  
declares the LORD.

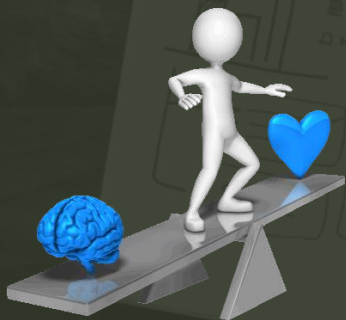
**Isaiah 55:8**



# Using Emotions

Using emotions to facilitate thought involves **redirecting and prioritizing your thinking** based on the feelings associated with those thoughts.

Moore (2011)





# Thoughts – Feeling – Action



Anger  
Happiness  
Surprise  
Disgust  
Sadness  
Fear  
Shame  
Joy

# Thoughts – Feeling – Action



Anger  
Happiness  
Surprise  
Disgust  
Sadness  
Fear  
Shame  
Joy

# Thoughts – Feeling – Action



Anger  
Happiness  
Surprise  
Disgust  
Sadness  
Fear  
Shame  
Joy



# Thoughts – Feeling – Action In The Bible

## FEAR:

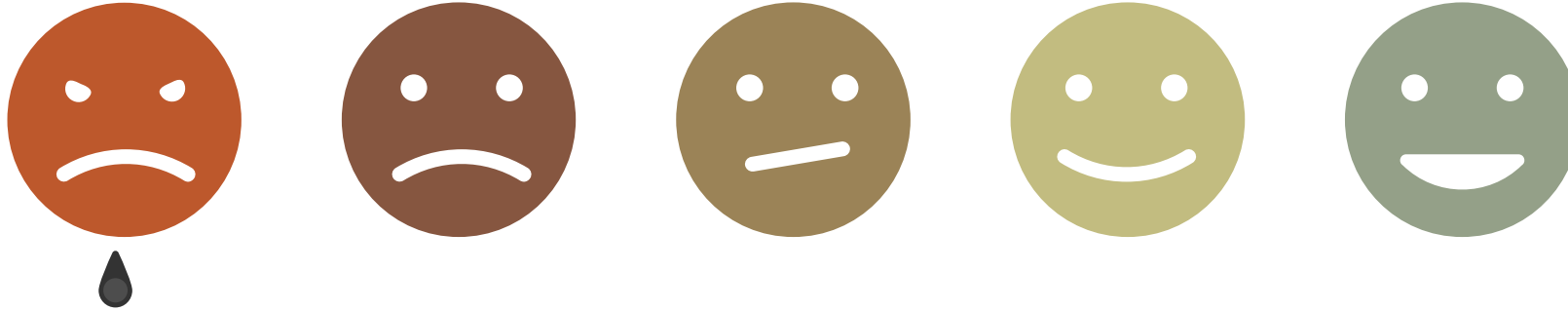
### “Peter Walking on Water”



<sup>28</sup> “Lord, if it’s you,” Peter replied, “tell me to come to you on the water.”<sup>29</sup> “Come,” he said. Then Peter got down out of the boat, walked on the water and came toward Jesus. <sup>30</sup> But **when he saw the wind, he was afraid** and, beginning to sink, cried out, “Lord, save me!”<sup>31</sup> Immediately Jesus reached out his hand and caught him. “You of little faith,” he said, “why did you doubt?”

Matthew 14:22-33

# Which Emotion Do You Express Poorly?



## 8-Basic Emotions

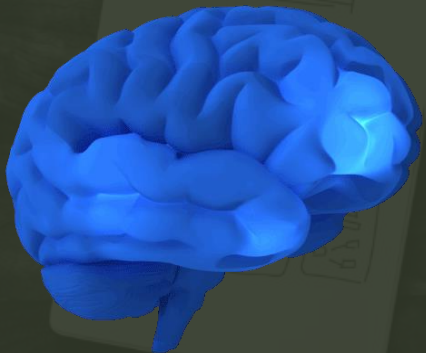
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- ❓ **Sadness:** grief, sorrow, gloom, melancholy, despair, loneliness, and depression.
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- ❓ **Interest:** acceptance, friendliness, trust, kindness, affection, love, and devotion.
- ❓ **Surprise:** shock, astonishment, amazement, astound, and wonder.
- ❓ **Disgust:** contempt, disdain, scorn, aversion, distaste, and revulsion.
- ❓ **Shame:** guilt, embarrassment, chagrin, remorse, regret, and contrition.

# Understanding Emotions

*Understanding the causes of Your Emotions*

*Understand the causes of “others” emotions*

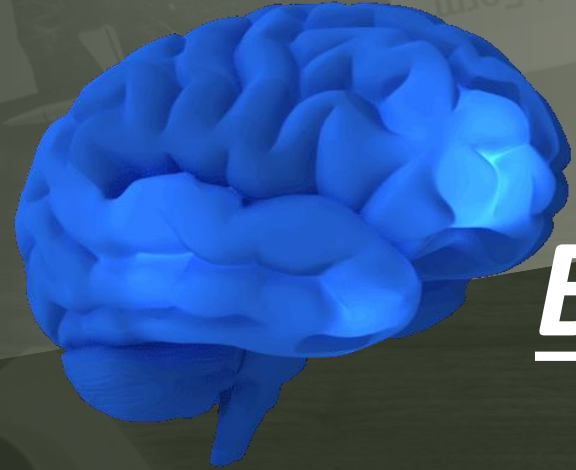
*Emotions SHOULD enhance your decision making*



Anger Happiness Surprise Disgust Sadness Fear Shame Joy

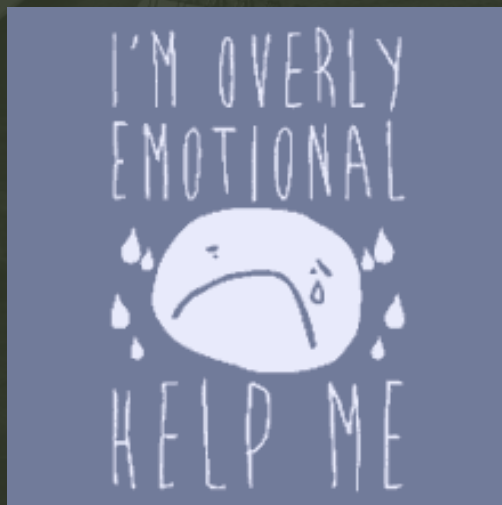


# Understanding Emotions

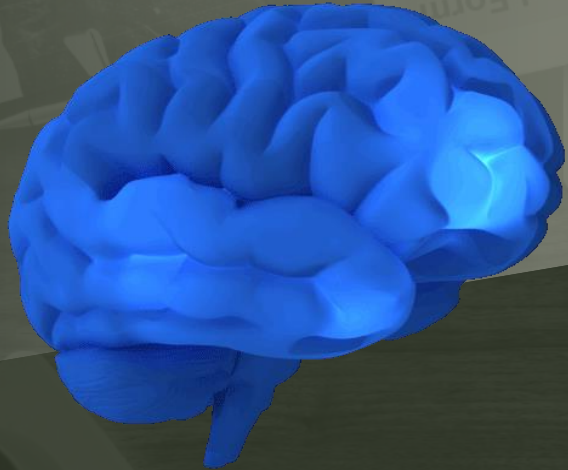


## Build Your Emotional Vocabulary

1. Understand Meaning
2. Understanding Feeling



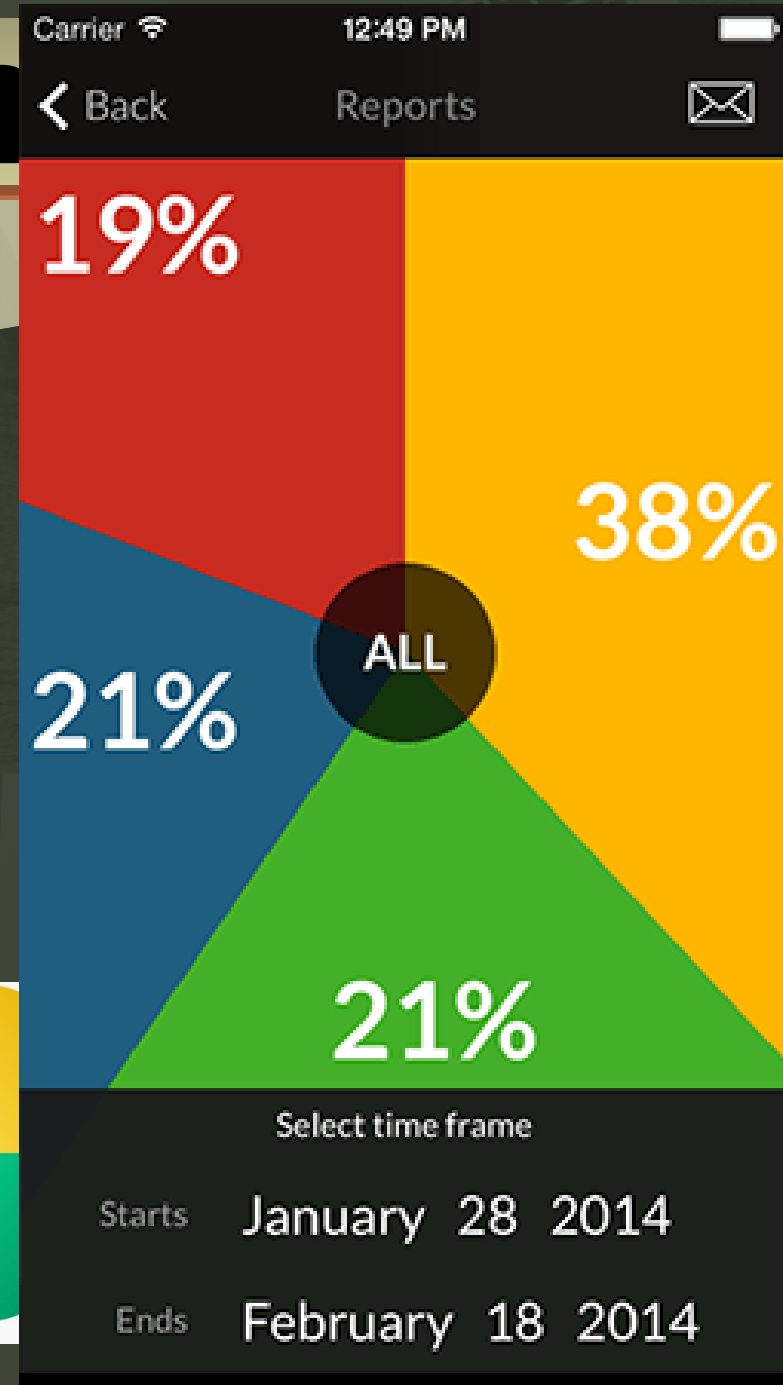
# Understanding Em



*The 21-Day Challenge*

*“Mood Meter” – APP*

.99





# MOOD METER

How are you feeling?





# Understanding Emotions

## Understand Emotions

Connect meaning- "**Figure people out**"

\*What makes people "tick"

What  
Makes  
People  
tick?

An *emotion that is named* is one that is consciously *identified* then *understood* (Goleman 2006)

## STEVE JOBS

Entrepreneur and inventor

### Crying profusely

Steve Jobs would cry in quite a number of instances.

According to his authorized biography, this included both tears of joy and tears of frustration.



# Understanding Emotions

Emotions can be caused by a specific event and the person experiencing it is aware of the cause.

“I KNOW How this makes me feel”



Anger Happiness Surprise Disgust Sadness Fear Shame Joy

# Understanding Emotions

**Label Your Emotions**  
**Rating Scale 1-10**

**What are YOUR Pet Peeves?**

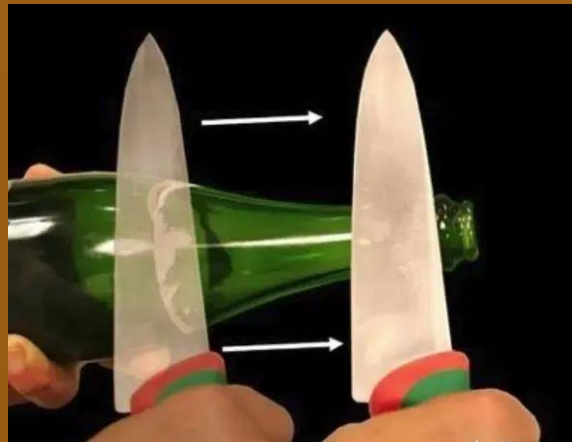
**What are the pet peeves of  
those around you?**





# Understanding Emotions

Best Sound to Human Ear



Worst Sound  
to the Human Ear

# Jesus Understood Others...

**JESUS KNEW TEMPTATION:** “HE WAS IN THE DESERT FORTY DAYS, BEING TEMPTED BY SATAN” (MARK 1:13).

**JESUS KNEW POVERTY:** “FOXES HAVE HOLES AND BIRDS OF THE AIR HAVE NESTS, BUT THE SON OF MAN HAS NO PLACE TO LAY HIS HEAD” (MATTHEW 8:20).

**JESUS KNEW FRUSTRATION:** “HE SCATTERED THE COINS OF THE MONEY CHANGERS AND OVERTURNED THEIR TABLES.... ‘GET THESE OUT OF HERE! HOW DARE YOU TURN MY FATHER’S HOUSE INTO A MARKET!’” (JOHN 2:15-16).

**JESUS KNEW WEARINESS:** “JESUS, TIRED AS HE WAS FROM THE JOURNEY, SAT DOWN BY THE WELL” (JOHN 4:6).

**JESUS KNEW DISAPPOINTMENT:** “O JERUSALEM, JERUSALEM...HOW OFTEN I HAVE LONGED TO GATHER YOUR CHILDREN TOGETHER, AS A HEN GATHERS HER CHICKS,...BUT YOU WERE NOT WILLING” (LUKE 13:34).

**JESUS KNEW REJECTION:** “FROM THIS TIME MANY OF HIS DISCIPLES TURNED BACK AND NO LONGER FOLLOWED HIM” (JOHN 6:66).

**JESUS KNEW SORROW:** “MY SOUL IS OVERWHELMED WITH SORROW TO THE POINT OF DEATH” (MATTHEW 26:38).

**JESUS KNEW RIDICULE:** “AGAIN AND AGAIN THEY STRUCK HIM...AND SPIT ON HIM. FALLING ON THEIR KNEES, THEY PAID [MOCKING] HOMAGE TO HIM” (MARK 15:19).

**JESUS KNEW LONELINESS:** “MY GOD, MY GOD, WHY HAVE YOU FORSAKEN ME?” (MATTHEW 27:46).

# Managing Emotions

What Are The Challenges Faced by Finance Professionals?

1. **TECHNOLOGY** IS REPLACING SOME OF THE TRADITIONAL ACCOUNTING FUNCTIONS. ...

2. THE NEED TO LEARN **NEW SKILLS**. ...

3. **CYBERSECURITY** CONCERNS. ...

4. IMPORTANCE OF DEVELOPING **SOFT SKILLS**. ...

5. THE NEED TO PROVIDE **REAL-TIME DATA**. (Moore, 2021)



# Managing Emotions

*The most common negative emotions experienced in the workplace are as follows:*

**Frustration/irritation**

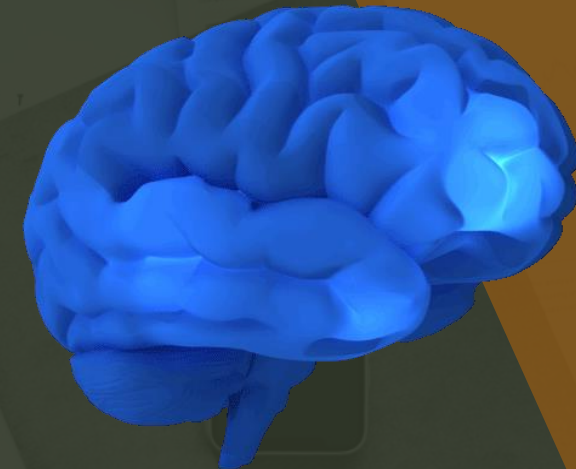
**Worry/nervousness**

**Anger/aggravation**

**Dislike**

**Disappointment/unhappiness**

(Moore, 2021)



# Managing Emotions

*Take a look at the impact of your emotions.*

*Intense emotions aren't all bad. ...*

*Aim for **regulation**, not repression. ...*

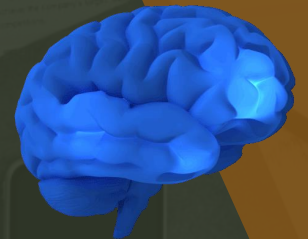
***Identify** what you're feeling. ...*

***Accept** your emotions — all of them. ...*

*Keep a **mood journal**. ...*

***Know when** to express yourself. ...*

*Give yourself some **space**.*



(Moore, 2021)

**Instead of  
telling it like it  
is, you  
can tell it like  
it could be!**





***Emotional hijack*** refers to a situation in which the **amygdala**, the part of the brain that serves as **our emotional processor**, hijacks or **bypasses your normal reasoning process**.



## **FIGHT**

Self-preservation

Anger outbursts

Demanding perfection from others

Demeaning way of speaking to others

Controlling others

Sense of entitlement

Narcissistic tendencies

Bullying

## **FLIGHT**

Obsessive or compulsive tendencies

Feelings of anxiety or panic

Workaholic

Can't sit still, can't relax

Rushing around

Perfectionism

Over-achiever

## **Trauma Stress Responses**

## **FREEZE**

Feeling unreal

Brain fog

Spaced out

Difficulty in making decisions

Difficulty in taking action

Wants to hide from the world

Couch potato

## **FAWN**

People pleaser

Loss of self

Codependent relationships

Stays in a violent relationship

Little or no boundaries

Easily exploited by others

Flattering others

Can't speak up for themselves



**“You won’t be  
a leader worth  
following if you don’t  
lead yourself well.”  
— *Andy Stanley***





# Transformative Leadership: Thriving in a Changing World

A Transformational Leader **Will  
Lead Greatly** by Developing  
Their Emotional Intelligence

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