Emotional Intelligence and the Art of Six Sigma

More tips for creating a lean leadership style

Gary L Miller
SAS R6s Master Expert
(310)616-8615
GLMiller@raytheon.com
Topics

- Hierarchy of Leadership Styles
- Emotional Intelligence Defined
- Cognitive Biases
- Unwanted & Wanted Visitors
Hierarchy of Leadership
Maslow’s Hierarchy of Need

- Physiological: Air, Food, Water, Sleep, Shelter
- Safety: Body, Job, Family, Property
- Love / Belonging: Family, Friends, Community
- Esteem: Self-Esteem, Confidence, Achievement
- Self: Morality, Creativity, Problem Solving
- Actualization: Self-Actualization
Hierarchy of Leadership

- Servant Leadership
- Transformational Leadership
- Contingency Theory
- Situational Leadership
- Theory X, Theory Y
- Great Man Theory
McGregor’s Theory X, Theory Y

- **Assumptions**
  - Management’s role is to assemble the factors of production, including people, for the economic benefit of the firm

- **Description**
  - **Theory X: People Require Oppression**
    - People dislike work and attempt to avoid it
    - They have no ambition, want no responsibility
    - They would rather follow than lead
    - People don’t care about organizational goals
    - They resist Change
  
  - A self fulfilling prophecy:
    - Satisfy only people’s basic needs
    - Results in a tendency to over-control

  - **Theory Y: People Require Freedom**
    - They like Work as much as Play and Rest
    - Are self-directed to meet their work objective
    - They seek responsibility
    - They are creative and can handle responsibility

  - Can result in a tendency for Laissez-Faire governance:
    - Hope for the best
    - Mis-alignment of Goals
    - Allow events to take their own course
    - Let people do what they choose.

Great Man Theory

- Assumptions
  - Leaders are born and not made
  - Great leaders will arise when there is a great need

- Description
  - Early research studied people who were already great leaders:
    - Often from the aristocracy; Few from lower classes
    - Concluded leadership had something to do with breeding
  - Follow-on research demonstrated that Leaders can be taught to lead so long as they have Leadership traits:
    - Adaptable
    - Alert to social environment
    - Cooperative
    - Decisive
    - Dependable
    - Desire to influence others
    - Energetic
    - Persistent
    - Self-confident
    - Tolerant of stress
    - Willing to assume responsibility

(Source: ChangingMinds.org)
Emotional Intelligence Defined

- **Definition**
  - The ability to recognize one’s emotions and those of others, and to use emotional information to guide thinking, behavior, actions, and decisions.

- **Giants in the Field**
  - **Antonakis, Ashkanasy, & Dasborough** - *Does leadership need emotional intelligence?*. *The Leadership Quarterly* (2009)
  - **Travis Bradberry & Jean Greaves** – *Emotional Intelligence 2.0*
How much of our Life Performance is influenced by…?

- **25%**
  - Innate ability to learn
  - Formed at an early age
  - Stable and static from 15 to 50

- **60%**
  - Skills learned and practiced
  - Reinforced by family, friends, teachers, coaches, and mentors

- **10%**
  - Behavioral Tendencies
  - Stable by early 20’s
  - No measurable change thru adulthood

EQ: 60%
IQ: 25%
Personality: 10%

Can be improved at any age
Emotional Intelligence – The 4 Essential Components

Self Awareness
• Ability to accurately perceive your own emotions in the moment and **understand your tendencies in situations**.

Self Management
• Ability to use your awareness of your emotions to **stay flexible** and direct your behavior positively.

Social Awareness
• Ability to accurately **pick up on emotions in other people**
• Understand what is really going on with them
• Perceive what other people are thinking and feeling even if you do not feel the same way.

Relationship Management
• Ability to use your awareness of your own emotions and those of others to **manage interactions successfully**
• Ensure clear communication and effective handling of conflict
• Bond with others over time
Good Application of Emotional Intelligence

Reference Justin Bariso; Founder, Insight

1. You think about feelings.
   How does my current mood affect my thoughts and decision making?
   What's going on under the surface that influences what others say or do?

2. You pause.
   Take a moment to stop and think before you speak or act.

3. You strive to control your thoughts.
   Control your reaction to emotions--by focusing on your thoughts.

4. You benefit from criticism.
   Even when it’s unfounded, it gives you a window into how others think.
   Keep your emotions in check and ask yourself: How can this make me better?

5. You show authenticity.
   Say what you mean, mean what you say, and stick to your values and principles above all else.

6. You demonstrate empathy.
   Instead of judging or labeling others, you work hard to see things through their eyes, strive to understand.

7. You praise others.
   Focus on the good in others.
   Inspire them to be the best version of themselves.

8. You give helpful feedback.
   Reframe criticism as constructive feedback, so the recipient sees it as helpful instead of harmful.

   Demonstrates humility, a quality that will naturally draw others to you.
   Doesn't always mean you're wrong. It does mean valuing your relationship more than your ego.

10. You forgive and forget.
    Prevent others from holding your emotions hostage--allowing you to move forward.

11. You keep your commitments.
    Make a habit of keeping your word--in things big and small--you develop a strong reputation for reliability and trustworthiness.

12. You help others.
    Get down in the trenches and work alongside them.
    Build trust and inspire others to follow your lead when it counts.
Cognitive Bias

- A holding onto one's preferences and beliefs regardless of contrary information
- Relate to memory, reasoning, and decision-making
- People create their own "subjective social reality" from their perception of the input
- An individual's construction of social reality, not the objective input, may dictate their behavior in the social world
- Daniel Kahneman – leading researcher in the field of Biases and Decision Making
- Nearly 200 documented Biases

Emotional Intelligence is influenced by how heavily one relies on Cognitive Biases
Emotional Intelligence & Cognitive Biases

1. **Availability** - The tendency to overestimate the likelihood of events influenced by how recent the memories are or how unusual or emotionally charged they may be.

2. **Anchoring** - The tendency to rely too heavily, or "anchor", on one trait or piece of information (usually the first piece of information acquired on that subject).

3. **Self-serving Bias** - The tendency to claim more responsibility for successes than failures. Tendency to perceive oneself in an overly favorable manner; ascribe success to their own abilities and efforts, but ascribe failure to external factors.
1. **Optimism** - The tendency to be over-optimistic, overestimating favorable and pleasing outcomes.

2. **Confirmation** - The tendency to search for, interpret, focus on and remember information that confirms one's preconceptions.

3. **Illusion of Transparency** - People overestimate others' ability to know them, and they also overestimate their ability to know others.
Awareness of Cognitive Biases

- Influences your perceptions of yourself
  - Decision Making
    - Use facts and data instead of “your gut”
    - Rely on other’s to triangulate on the truth
    - Don’t over-react, or under-react

- Influences your perceptions of others
  - Influencing
    - Appeal to other people’s needs
    - Discover what’s in it for them
    - Leverage what motivates them

- Influences how others perceive you
  - Mentoring
    - Are you a trusted resource
    - A straight shooter
    - Can you guide others with compassion and empathy
Unwanted Visitors
Generalisimo
Side Talker
Storyteller
Rambler
Interrupter
Late Comer
Eternal Pessimist
Eternal Optimist
Wallflower
Detail Digger
Techno-Laggard
Chameleon
Excluder
Victim

Wanted Visitors
Enthusiast
Translator
Communicator
Technologist
Collaborator
Devil’s Advocate
Innovator
Facilitator
Energizer Bunny

Who are you?
Hierarchy of Leadership is needed to Achieve Project Goals

Transformational
Visualize
Commit
Contingency
Prioritize
Characterize
Improve
Achieve

Emotionally Intelligent
Great Leaders

Servanı
Lean Six Sigma Leadership

Emotional Intelligence

- Physiological
  - Air, Food, Water, Sleep, Shelter
- Safety
  - Body, Job, Family, Property
- Love / Belonging
  - Family, Friends, Community
- Esteem
  - Self-Esteem, Confidence, Achievement
- Actualization
  - Morality, Creativity, Problem Solving

Recognize & Strengthen Your Weak Spots in Emotional Intelligence

Recognize and Mitigate effects of Cognitive Bias

Recognize and Minimize Unwanted Visitors & Enable Wanted Visitors