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Emotional Intelligence and Effective Leadership

**Revising Perceptions of Design & Engineering Leadership for
High Performing Collaborative Teams**



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■ Presentation Outline

- Abstract
- Introduction
- Definition of Emotional Intelligence & Leadership
- Emotional Leadership Skills and Strategies
- Emotional Intelligence in Collaboration
- Emotional Leadership and Intelligence Types
- Culture and Interpersonal Communication
- Emotional Leadership in the Design Process
- Question and Answer

Abstract


Emotions are considered private issues and counter productive within the workplace and academia. Research however, indicates that performance is largely influenced by the emotional relationship between people and leaders, the working atmosphere, and the understanding of moods and feelings. Leaders can greatly improve productivity and innovation through increased knowledge of emotional intelligence, which is vital to the success of the product development process. This paper presents research based on emotional leadership experiences with collaborative teams and demonstrates the importance of effective leadership. Both engineers and designers seeking creative ways to sustain high-performing interdisciplinary teams will improve their leadership skills by applying emotional leadership techniques. Emotions are also an essential part of the design process adding extensive value to the product development process. Through ongoing collaborative projects as case studies this paper presents insights, skills, and solutions relating to emotional intelligence and strategies in leading teams with exceptional results.

Introduction

Brigid O’Kane

- Associate Professor of Industrial Design, College of DAAP, University of Cincinnati
- Coordinator and Creator of the Transportation Track in the Industrial Design Program
- Co-Coordinator for the PACE Center for Global Design and Manufacturing
- \$421 million PACE gift - in-kind contribution, with partner from ME - Sam Anand
- Cofounder and Board Member for Manifest Creative Research Gallery and Drawing Center
- 10 years of industry experience at General Motors Design Center, Lead Creative Designer





Definitions and Emotional Intelligence & Leadership

What Is Leadership

- Google: Leadership = 484,000,000 hits
Leadership definition = 24,000,000 hits
- Persuade people to do what they do not want to do, or do what they're too lazy to do, and like it
- The art of influencing and directing people
- Design leadership spreads from project design management to strategic design leadership in a DYNAMIC process.

There are *three* basic ways to explain how people become leaders:

- **Personality traits** (born to be a leader)
- **Great events** (war)
- **Transformational process** (practice)

Bass, Bernard (1989). *Stogdill's Handbook of Leadership: A Survey of Theory and Research*. New York: Free Press

Redefine Leadership in a Changing World

Four Economic Stages of Evolution:

1. Hunter Gatherer
2. Farmer and Agriculture
3. Industrial Age - (control)
4. Information Knowledge Age



- Today team members are making **different demands** because they are more knowledgeable
- Strategic leadership **includes people and project**
- **Today leadership is inspiring people to move and think for themselves**

Motivation of Leadership

- Leader moving in the **right** direction
- Look at **systems and structure**
- Inspiring leaders can **motivate others**

The act of doing
the right thing

Leadership

vs

The act of doing
things right

Management



**When everyone buys into an established direction
it can build great momentum!**

What is Emotional Intelligence

Google: Emotional Intelligence = 2,600,000 hits

Emotional Intelligence (EI) is:

- Skill to perceive, assess, and **manage the emotions of one's self, of others, and of groups.**
- Two times as important in contributing to excellence than intellect and expertise alone.
- Academic Intelligence (**IQ**) **has nothing to do with emotional life** or emotional intelligence
- Understands **different ways of thinking, in addition to your own and others emotional make up**

■ Six Leadership Styles

1. **Visionary Leadership** — inspires
2. **Coaching Style** – encourages
3. **Affinitive Leadership** – promotes harmony
4. **Democratic Leadership** – collaborator
5. **Pacesetting Leadership** – high self-standards
6. **Commanding Leadership** – tight control

http://www.12manage.com/methods_goleman_leadership_styles.html

- Keep a **balance** between different styles of leadership
- Equitable tension: creativity and productivity**
- Enhance trust over time

■ The Importance of Emotion Intelligence

The Importance of Emotion

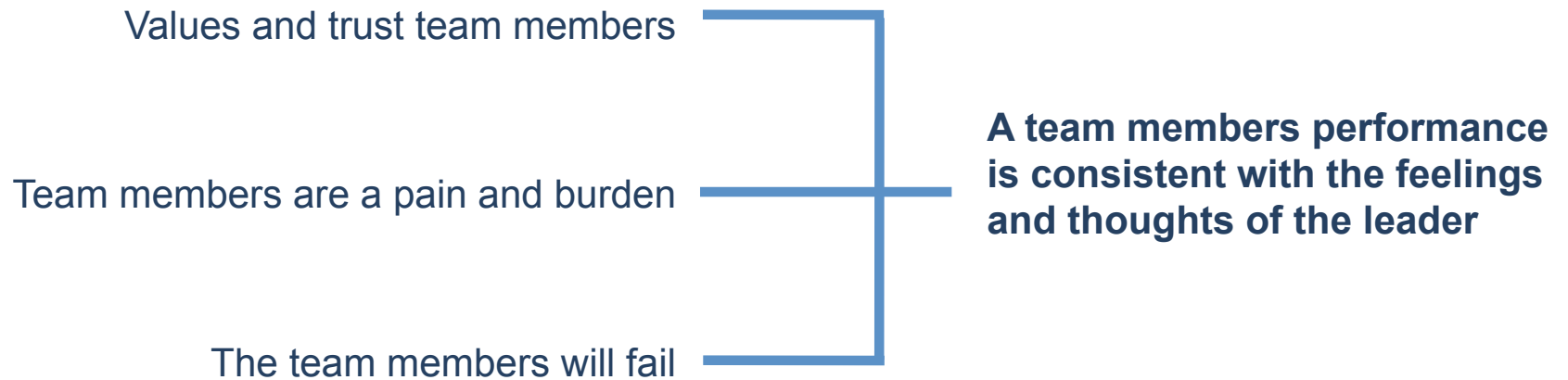
- Can not separate emotions from the workplace
- Western and eastern cultures are merging
- Positive and negative moods affect behavior
- In most circumstances the **emotional response is best**
- Emotional responses require a deeper understanding
- Balance between rational and emotional thinking



Emotional Leadership Skills and Strategies



Perceptions and Performance



Inspiring words can create worlds.

"The person we believe ourselves to be will always act in a manner consistent with our self-image."

Brian Tracy, Speaker and Author

The Importance of Every Team Member

Leaders and team members

- It is human nature to have **preference**
- May have a **favorite person/ task**
- **Consider Philosophy of Non-Isolation**

Those practices---

- **Create negative feelings** and resentment
- Divide the group

Things to consider

- Appreciation for sacrifices and contributions
- Respect for what people can bring



Effective Listening

Reading a Situation:

- First distinguish the feelings of the **individuals**
- Then distinguish the feelings of the **group**
- **Initiate positive actions**
- **Lead the group toward desired goals**

Effective Listening Skills:

- Builds **trust and enhance creativity**

Negative Listening Habits:

- Work against the mission of building trust



Effective Listening

Six Negative Listening Patterns:

1. The Faker:

Not concentrating on the speaker

2. The Interrupter:

Too anxious to speak his words without allowing speaker to finish

3. The Intellectual or Logical Listener:

Always trying to interpret what the speaker is saying and why

4. The Happy Hooker:

Use the speakers' words to pretend to understand speakers' points

5. The Rebuttal Maker:

Always want to make the speaker see the other point of view

6. The Advice Giver:

It prohibits venting; could belittle the speaker by minimizing concerns with a quick solution

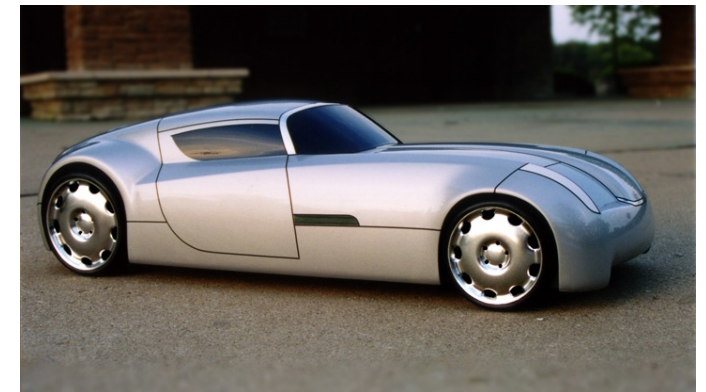
The Emotional Intelligence Activity Book, by Adele B. Lynn (AMACOM Books)

Effective Listening

Twelve Positive Listening Strengths:

1. **Listen for ideas, not facts:** ask yourself what they mean
2. **Judge content, not delivery:** i.e. *what* they say, not how they say it
3. **Listen optimistically:** don't lose interest straight away
4. **Do not jump to conclusions**
5. **Be flexible:** adjust your note-taking to the speaker
6. **Concentrate:** don't start dreaming and keep eye contact
7. **Do not think ahead of the speaker:** you will lose track
8. **Work at listening:** be alert and alive
9. **Keep emotions under control:** when listening
10. **Open your mind:** practice accepting new information
11. **Breathe slowly:** and deeply
12. **Relax physically:** get comfortable

http://www.1000advices.com/guru/people_skills_listening_12rules_gm.html

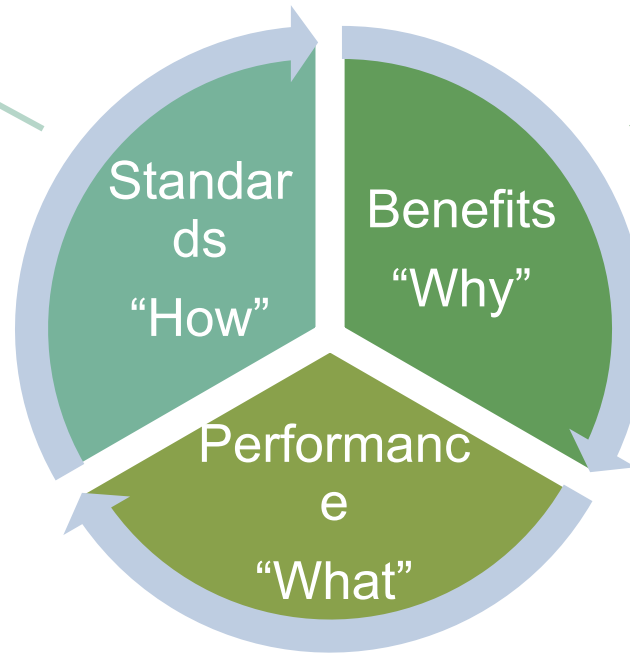


Giving Meaning to Assignments

Well balanced teams and team members are more creative and productive

Specific and measurable:





- How many?
- How long?
- How well?
- How much?
(Adjectives)

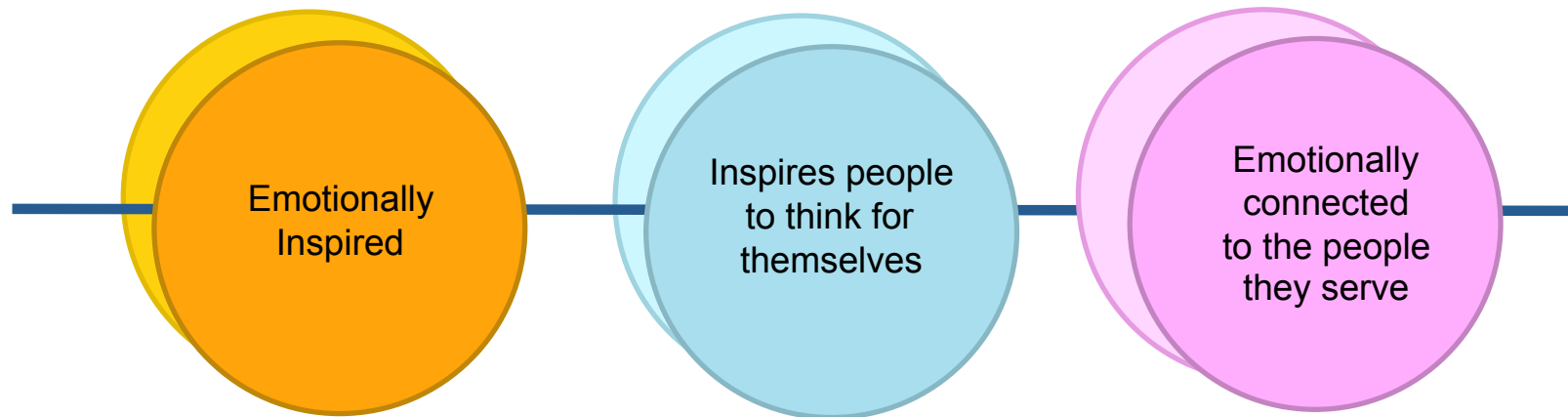


What is in it for them?

What are specific tasks? *(Verbs)*

A Whole and Well Balanced Leader

-  - Emotionally inspired by **what they are leading**
-  - Emotionally inspiring to the **people they are leading**
-  - Emotionally **connected** to the people they serve - the customer
-  - Inspiring a generation of **future leaders**



A Continuum of Expertise

Emotional Leadership in COLLABORATION

Finger Sculpture, Sun Kyoung Kim

Professor Brigid O'Kane 

Emotional Leadership in Collaboration

- The best **discoveries and innovations** often come as the result of collaboration
- Emotional leadership builds strong associations between work and personal life
- These associations create strong bonds between team members



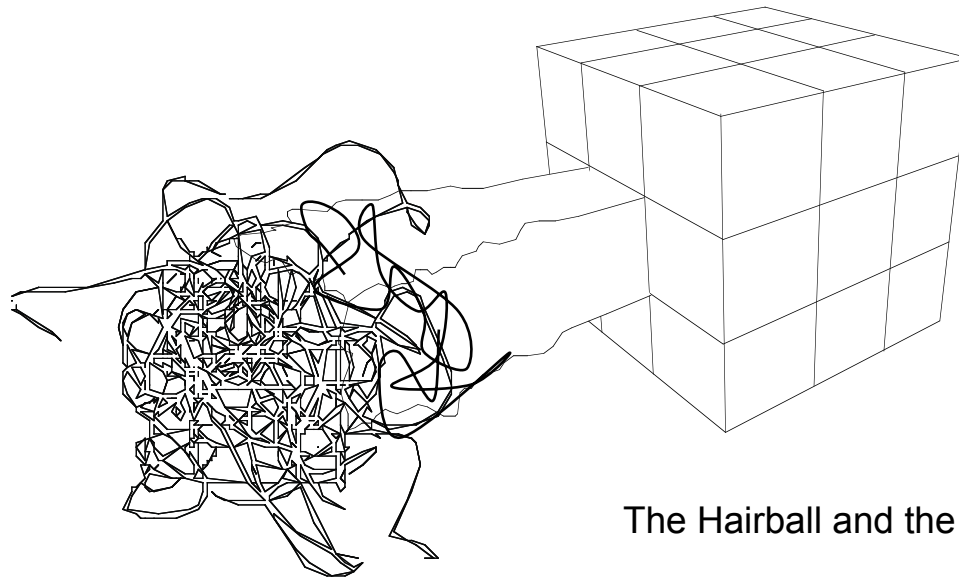
“Collaboration creates a feedback loop that you don't get on your own. The more different ideas you have the healthier your intellectual culture is. Working in a team environment is more likely to lead to new and surprising innovations.”

Jason Franz 2007. Executive Director, Manifest

Emotional Leadership in Collaboration

Differences between different disciplines can be the single, most destructive factor within the development process

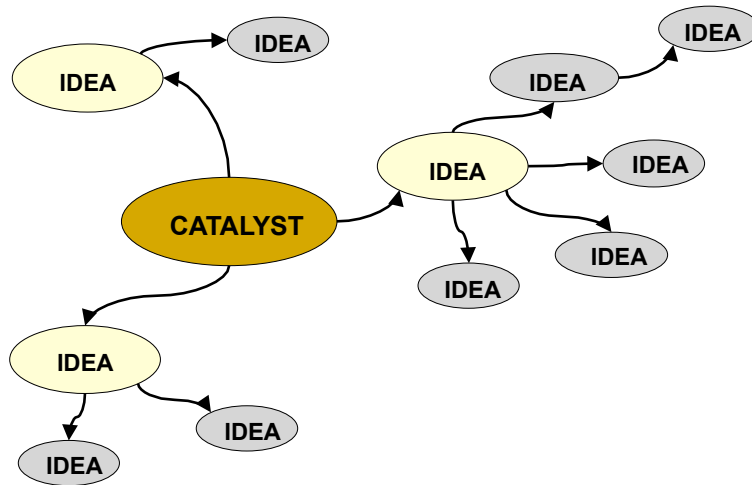
- Hairball: Industrial Designer
- Cube: Engineer



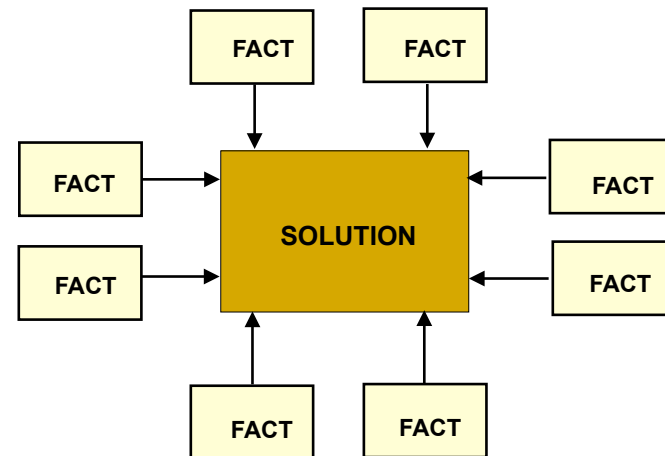
The Hairball and the Cube

Divergent and Convergent Thinking

- Industrial designers thinking is divergent
- Engineers thinking is convergent



Divergent Thinking
Industrial Designer



Convergent Thinking
Engineer

Collaborative Environment and Emotional Intelligence

- Understand that differences may be a misconception and not necessarily the truth
- Positive team climate links to productive momentum
- Leadership with Emotional Intelligence enhances the possibility of **discovery, creativity and innovation**





Emotional Intelligence and Personality Types

Types of Intelligence

Intelligence may control the mechanism of civilization, wisdom may direct it, but spiritual idealism is the energy which really uplifts and advances human culture from one level of attainment to another.

Anonymous Source: Urantia Book 81:6



There are several ways to define intelligence

- Intelligence may include traits such as creativity, personality, character, knowledge, or wisdom
- **Some psychologists prefer not to include these traits in the definition of intelligence**

Seven Intelligences

Linguistic Intelligence

- Textual or Word Intelligence
- Like to write, read and listen.

Interpersonal Intelligence

- Social Intelligence
- Enjoy being around people and having friends

Intrapersonal Intelligence

- Self-Confidence Intelligence
- Deep awareness of inner feelings, strengths and weaknesses.

Kinetic Intelligence

- Motion/ Energy Intelligence
- Learns best by moving around, toughing or acting things out.

Spatial Intelligence

- Architectural / Artistic Intelligence
- Thinks images patterns. Like to draw, paint, sculpt and participate in art activities.

Logical-Mathematical Intelligence

- Sequential / Engineering Intelligence
- Explores patterns, categories and relationships.

Musical Intelligence

- Hearing/Balance Intelligence
- Sensitive to a variety of sounds in the environment.

*Seven Intelligences forms are developed by: Dr. William Rice, PhD and Tench Tilghman based on the work of Howard Gardner originally published in the book, **Frames of Mind**.*

Seven Intelligences

Linguistic Intelligence

Interpersonal Intelligence

Social Intelligence

Intrapersonal Intelligence

Self-Confidence Intelligence

Kinetic Intelligence

Spatial Intelligence

Logical-Mathematical
Intelligence

Musical Intelligence

Interpersonal Intelligence

- The ability to **understand other people** and to responding appropriately to the moods and temperaments of others

Intrapersonal Intelligence

- Inward **understanding of one's self** is the key to self knowledge and to act upon this allowing understanding to guide one's behavior

Both interpersonal and intrapersonal skills are critical to a good leader.

Daniel Goleman

“There are hundreds and hundreds of ways to succeed, and many different abilities that will help you get there.”

Howard Garner, author of Frames of Mind

The Seven Forms of Love and Attention

Linguistic Intelligence

- Gifts or Personal Recognition Items

Interpersonal Intelligence

- Quality Time

Intrapersonal Intelligence

- Practice or Accolade

Kinetic Intelligence

- Physical Contact or Touch

Spatial Intelligence

- Service or Doing Some Support Action

Logical-Mathematical Intelligence

- Educational Experiences

Musical Intelligence

- Recreational or Entertainment Activities

*The seven forms of love and attention are in part based on the work of Dr. Gary Chapman, marriage counselor, pastor, anthropologist, and author of **The Five Love Languages**. The map to the Seven Intelligences and additional clarifications and forms developed by: Dr. William Rice, PhD and Tench Tilghman.*

The Seven Ways of Relating to Different Intelligences

Linguistic Intelligence	<ul style="list-style-type: none"> • Through words that are written or spoken.
Interpersonal Intelligence	<ul style="list-style-type: none"> • By direct communication and socialize / Interpersonal approaches.
Intrapersonal Intelligence	<ul style="list-style-type: none"> • Empower them from the inside out and reassure them that they can be trusted.
Kinetic Intelligence	<ul style="list-style-type: none"> • Different from culture to culture and when dealing with different sexes / physical contact as a means of communicating with this intelligence.
Spatial Intelligence	<ul style="list-style-type: none"> • Ideas can be clearly communicated by charts, drawings, graphs, and other visual means.
Logical-Mathematical Intelligence	<ul style="list-style-type: none"> • It is best to be prepared, organized, and logical in your approach.
Musical Intelligence	<ul style="list-style-type: none"> • Creative approaches to the conversation would most likely be appreciated.

American Generation Cycle

Era / years	Era Type	Generation	Generation Type	
Revolutionary Cycle	Age of Enlightenment (1701-1723)	Outer Driven	Awakening	Idealist
	Great Awakening (1724-1741)	Awakening	Liberty	Reactive
	French/Indian War (1742-1766)	Inner Driven	Republican	Civic
	American Revolution (1767-1791)	Crisis	Compromise	Adaptive
Civil War Cycle	Era of Good Feeling (1792-1821)	Outer Driven	Transcendental	Idealist
	Transcend. Awakening (1822-1842)	Awakening	Gilded	Reactive
	Pre Civil War (1843-1843)	Inner Driven	_none_	Civic
	Civil War (1843-1859)	Crisis	Progressive	Adaptive
World War Cycle	Reconstruction (1860-1882)	Outer Driven	Missionary	Idealist
	Missionary Awakening (1883-1900)	Awakening	Lost	Reactive
	World War I (1901-1924)	Inner Driven	G.I.	Civic
	World War II (1925-1942)	Crisis	Silent	Adaptive
Global Power Cycle	Superpower America (1943-1960)	Outer Driven	Boom	Idealist
	Boom Awakening (1961-1981)	Awakening	Thirteenth**	Reactive
	Information Revolution (1982-2001?)	Inner Driven	Millennial	Civic
	Power Down?) (2001?-2222?)	Crisis	(Homeland?)	Adaptive

<http://www.timepage.org/time.html>

Generations Changing Over Time

Living Generations and Their Significant Culture

Era	Generation	Sub-Generations	Time Table	Notable Occurrences
American High (Great Depression and World War II)	Greatest Generation	G.I. Generation	1911 - 1924	Experienced WWII in adulthood
		Silent Generation	1925 - 1942	Experienced WWII in childhood
	Baby Boomers		1943 - 1956	Civil Rights Movement
Consciousness Revolution (Vietnam War / Counterculture / Cold War)	Baby Busters	Beat Generation	1957 - 1968	First modern "subculture"
		Generation Jones	1969 - 1971	Rise of the Arcade/Atomic Age
	Generation X	MTV Generation	1971 - 1980	Rise of Mass Media/end of the Cold War
		Boomerang Generation	1981 - 1985	Rise of Mass Media/end of the Cold War
Culture Wars	Generation Y	Echo Boom	1986 - 1994	Dawn of the 21st century
		i Generation	1995 - 2001	Rise of the Information Age/Internet
	Generation Z	The New Silent Generation	2001 - 2025	Wars on Terrorism/Globalization

http://en.wikipedia.org/wiki/List_of_generations

The Future Generation and Intelligence

**Generation Z:
(2001 - 2025)
Also referred as the
“New Silent Generation”**

Wars on Terrorism/Globalization

**Greatest generational gap
since rock & roll**



Generation Z is likely to live in a stricter world than their Generation X or Y counterparts, due to Generation Y's experiences with school shootings and the September 11th attacks.

The Current Generation

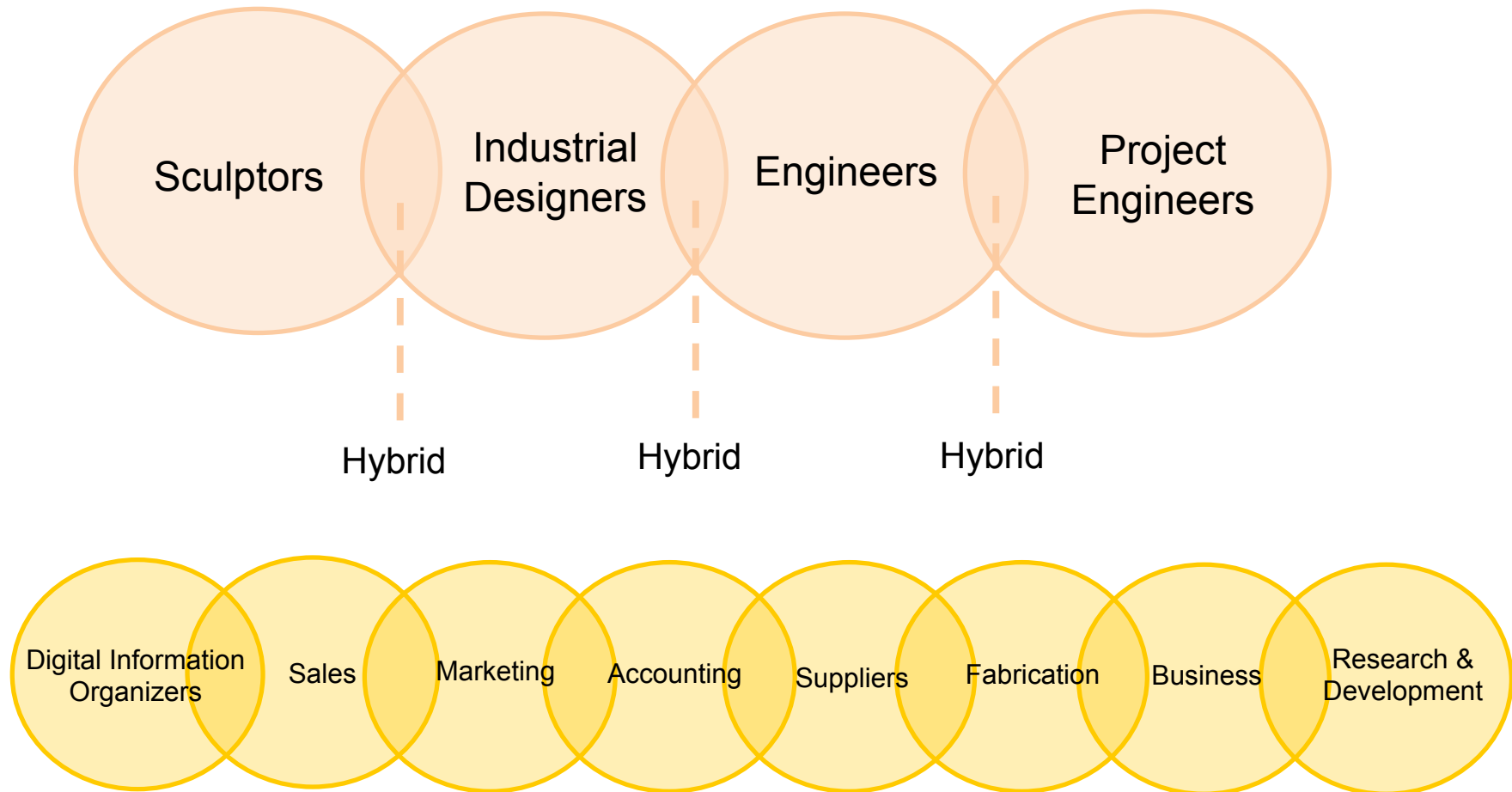
Students Today:

- My space.com
- Face book.com
- Twitter.com
- Virtual identities
- Text / Audio / Video messages
- E-mail
- Skype / Gizmo5 / Jajah– internet telephone
- Video conference --host all schools
- Second life



Picture from <http://gizmo5.com/pc/>

Multidisciplinary Teams and Different Disciplines





Culture and Interpersonal Communication

Finger Sculpture, Sun Kyoung Kim

Professor Brigid O'Kane 

The Nature of Culture

Culture

- The **specialized lifestyle** of a group of people
- Consists of **values, beliefs, artifacts, ways of behaving, and ways of communicating**
- Includes members that have produced and developed their language, modes of thinking, art, laws, and religion

Source: The Interpersonal Communication Book 11th Edition, by DeVito

Ethnic Identity

Developed through
enculturation

Beliefs of the
culture

+

Commitment to the
philosophy



www.catalanofamily.com/.../1985_family_portrait/

Factors Which Influence a Culture

Enculturation

- Culture is transmitted **through generations** based on that native environment

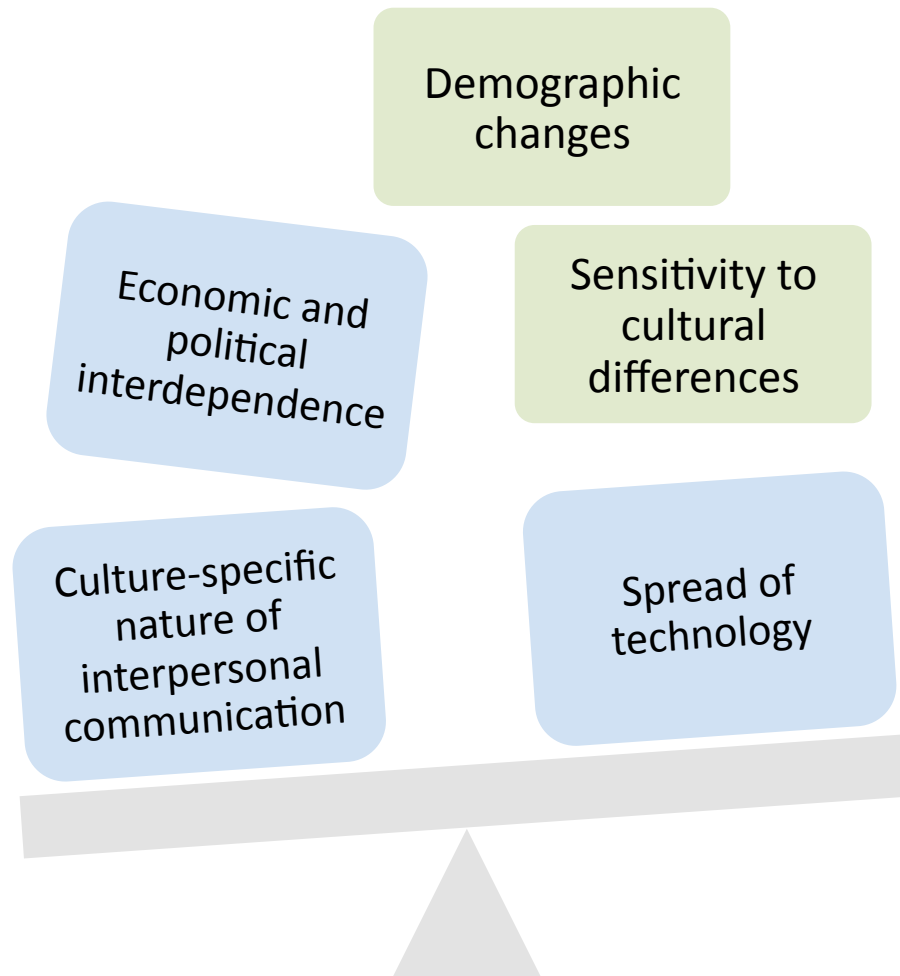


Acculturation

- The process by which one learns the different cultures and customs which **influences** the original culture

Intercultural Communication is Inevitable

Factors Which Influence a Culture



How Culture Differ

Power Distances

- High-power-distance cultural countries rely more on **symbols of power**
- Low-power-distance cultural countries **do not rely on symbols**

Individual and Collective Orientation

- Individualist culture members are **responsible for themselves and perhaps their immediate family (USA)**
- Collectivist culture members are **responsible for the entire group (China)**

Feminine and Masculine Cultures

- Feminine culture, both men and women are encouraged to be modest and tender, to maintain the quality of life
- Masculine culture, men are regarded as oriented to success and strong, women are viewed as modest and tender

High-and Low-Context Cultures

High-Context Culture:

- Much of the information in communication is in the context or in the person
- Collectivist cultures—group oriented
- People spend more time getting to know one another inter-personally and socially before important transactions
- What is omitted or assumed is a vital part of the communication transaction

Low-Context Culture:

- Much of the communication is done by e-mail
- Individual orientation
- People spend less time getting to know each other before important transactions
- Most of the information is explicitly stated in the verbal message

The difference between high- and low-context orientation is partly responsible for the differences observed in Japanese and American business groups.

Applying Emotional Intelligence

The Leader

- Different definitions of leadership
- Leadership approaches change over time and influence how best to lead
- Different leadership styles

The Team

- Different ways of thinking and different disciplines
- Different intelligence types
- Generation cycles that change over time
- Different generational creating generational gaps
- The future generation and current students
- Differences in cultures

Manage Culture Shock

- How to ask someone for a favor or pay someone a compliment

- How to extend or accept an invitation for dinner

- How early or how late to arrive for an appointment

- How long you should stay when visiting someone

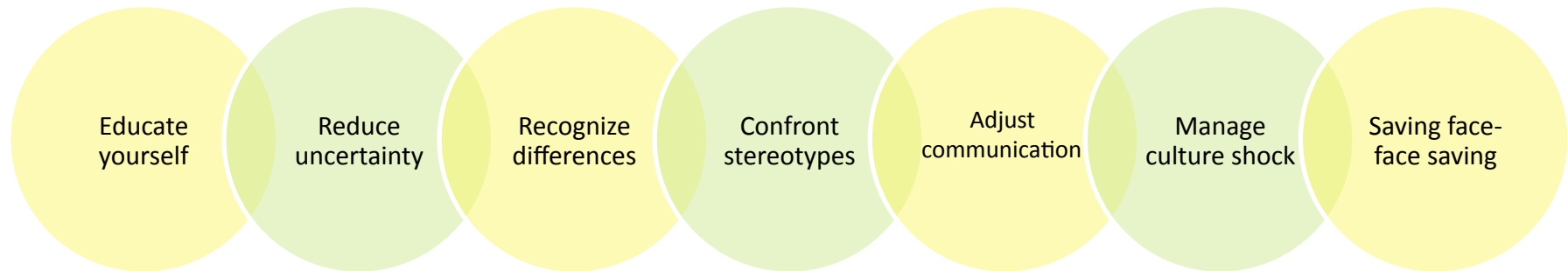
- How to distinguish seriousness from playfulness and politeness from indifference

- How to dress for an informal, formal, or business function

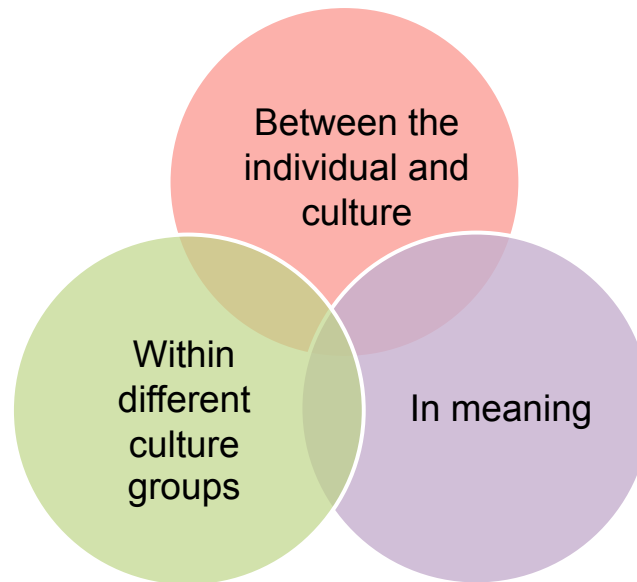
- How to order a meal in a restaurant or how to summon a waiter

Intercultural Communication

Principles for improving intercultural communication



Recognize differences



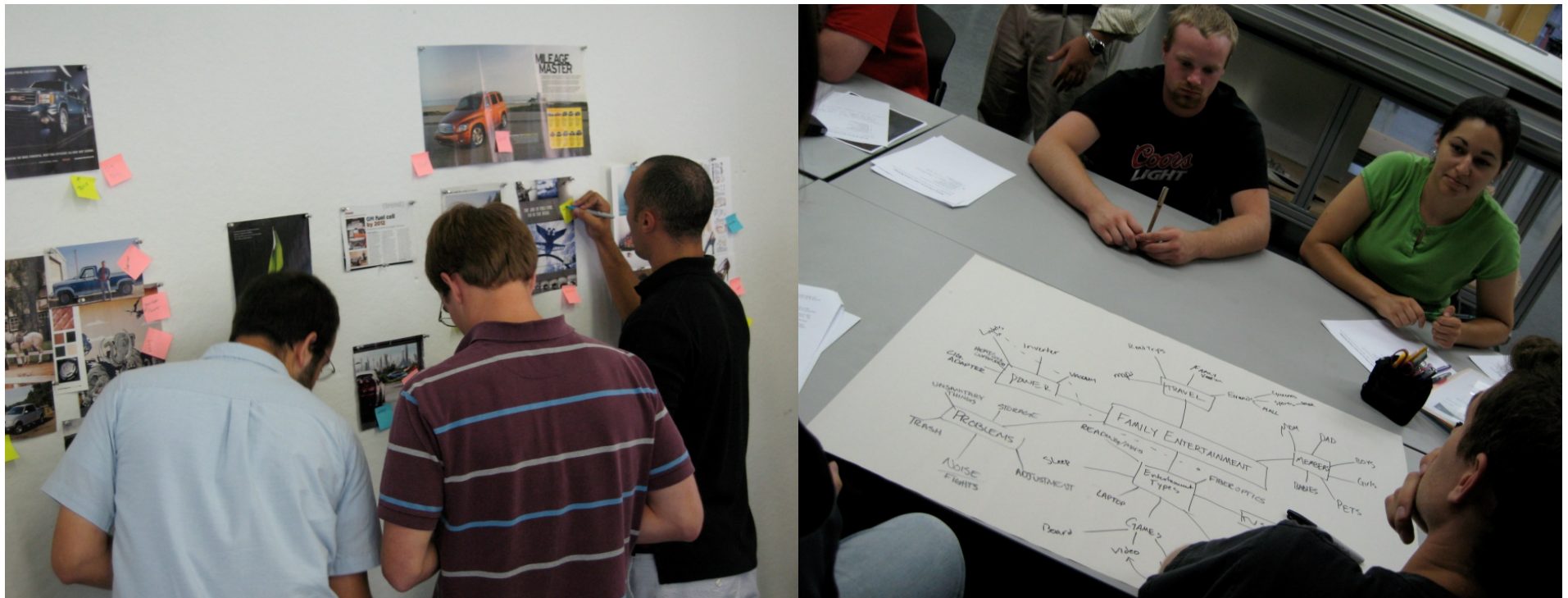


Emotional Intelligence in the Design Process

Design Process

Research and Brainstorming:

- Making that **emotional connection** with consumers and the product
- Industrial Designers - encouraged to develop the ideas that do not work
- Engineers - eliminate ideas that do not work



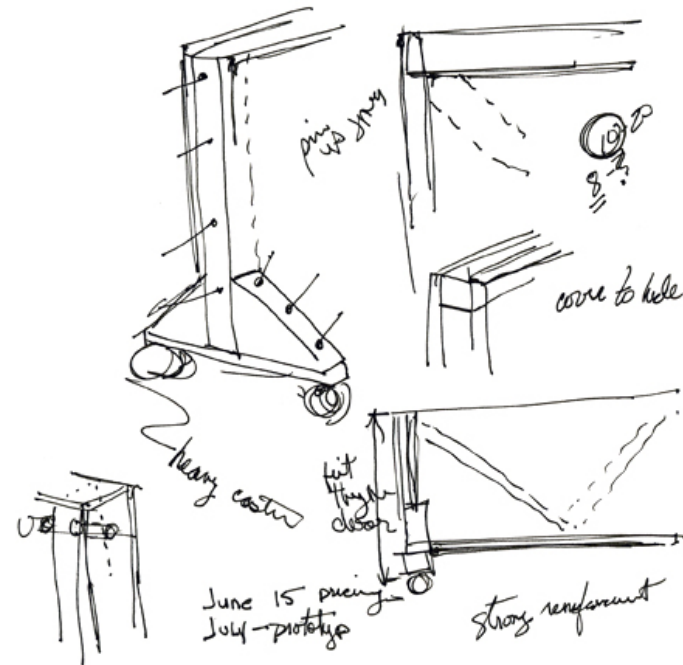
Consumer Research and Brainstorming

Industrial Design Process

- Sketching **exploratory creative thinking** with **inspiration and passion**
- **Emotional Design is not a new idea**



Industrial Designer Sketch



Engineering Sketch

Emotional Design

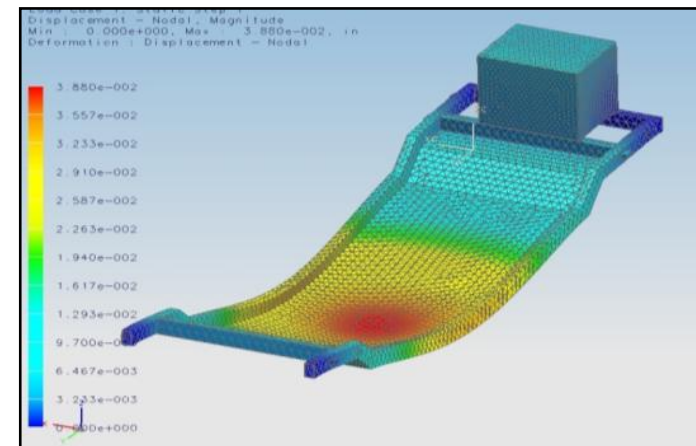
- An affinity to the user and the product
- A products appeal due to the formation of an emotional connection to it
- Acceptance of uncertainty - from single solutions to multiple perceptions
- Final design must capture the emotion and energy from the sketch and vision

“The emotional side of design may be more critical to a products success than its practical elements”

Donald A. Norman – Emotional Design



Digital Rendering Design Proposals



NX Chassis Analysis

Emotional Design

Aspects of Design That Relate to Emotion:

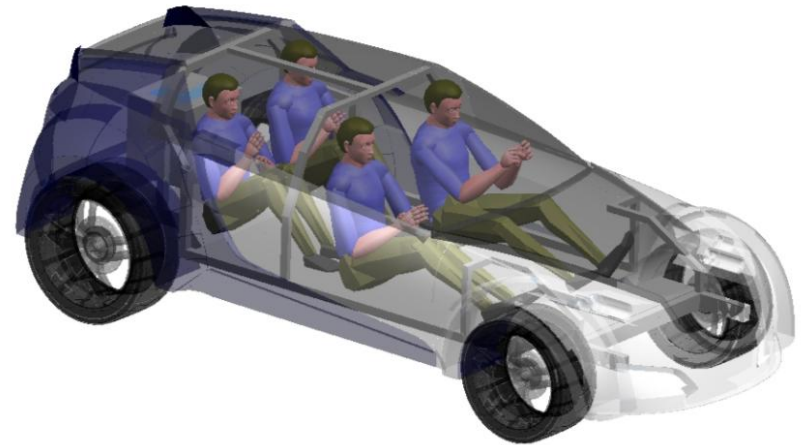
- **Visceral Design**
 Aesthetics - initial impact of a product
 Appearance – feel - touch

- **Behavioral Design**
 Use – the experience of the product
 Performance – function – understandability
 Physical feel - usability

- **Reflective Design**
 Rationalization – intellectualization
 Message Meaning - memories
 Cultural

The design of most objects is perceived on all three levels
 Good design should address all three aspects

Donald A. Norman – Emotional Design



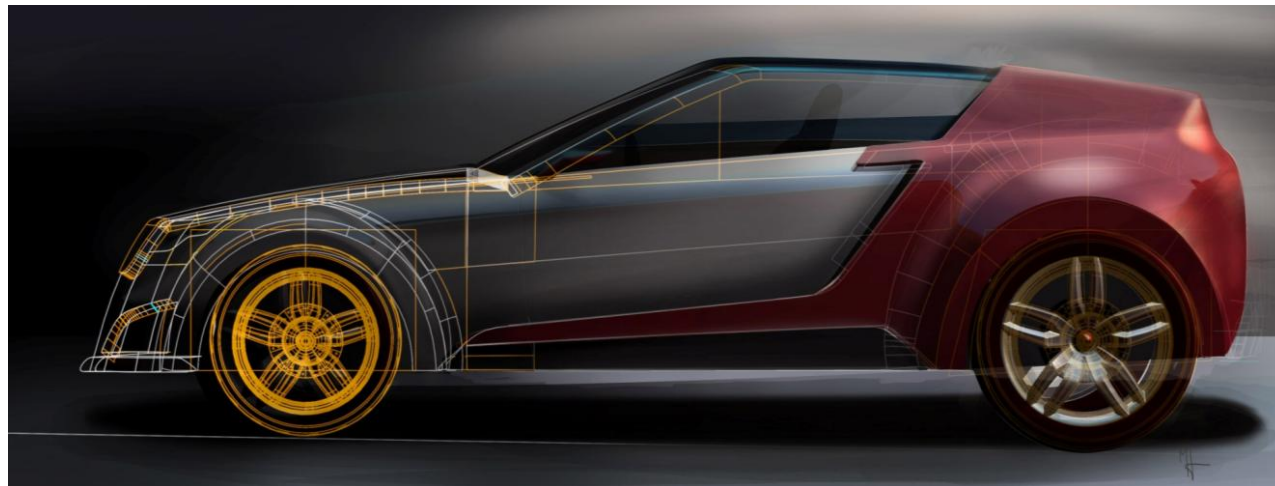
NX Chassis Analysis



Alias 3D Digital Rendering

Origins of Emotional Design

- Origins of passion and emotion can come from anywhere or anyone
- Applying Emotional Intelligence skills and strategies enhances **discovery, creativity, and innovation**



3D Model Physical Model and Digital Rendering

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Conclusion

Thank You



University of Cincinnati
Winning Team of the 2007 PACE Console Competition