

# EJTN

Developing emotionally  
intelligent judicial leaders

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# The value of leadership



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“Only 3 things happen naturally in organisations: friction, confusion and under-performance.

Everything else requires leadership”

Peter Drucker

# The benefits of self awareness



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- ▶ How you lead and manage yourself
- ▶ How you lead and manage others

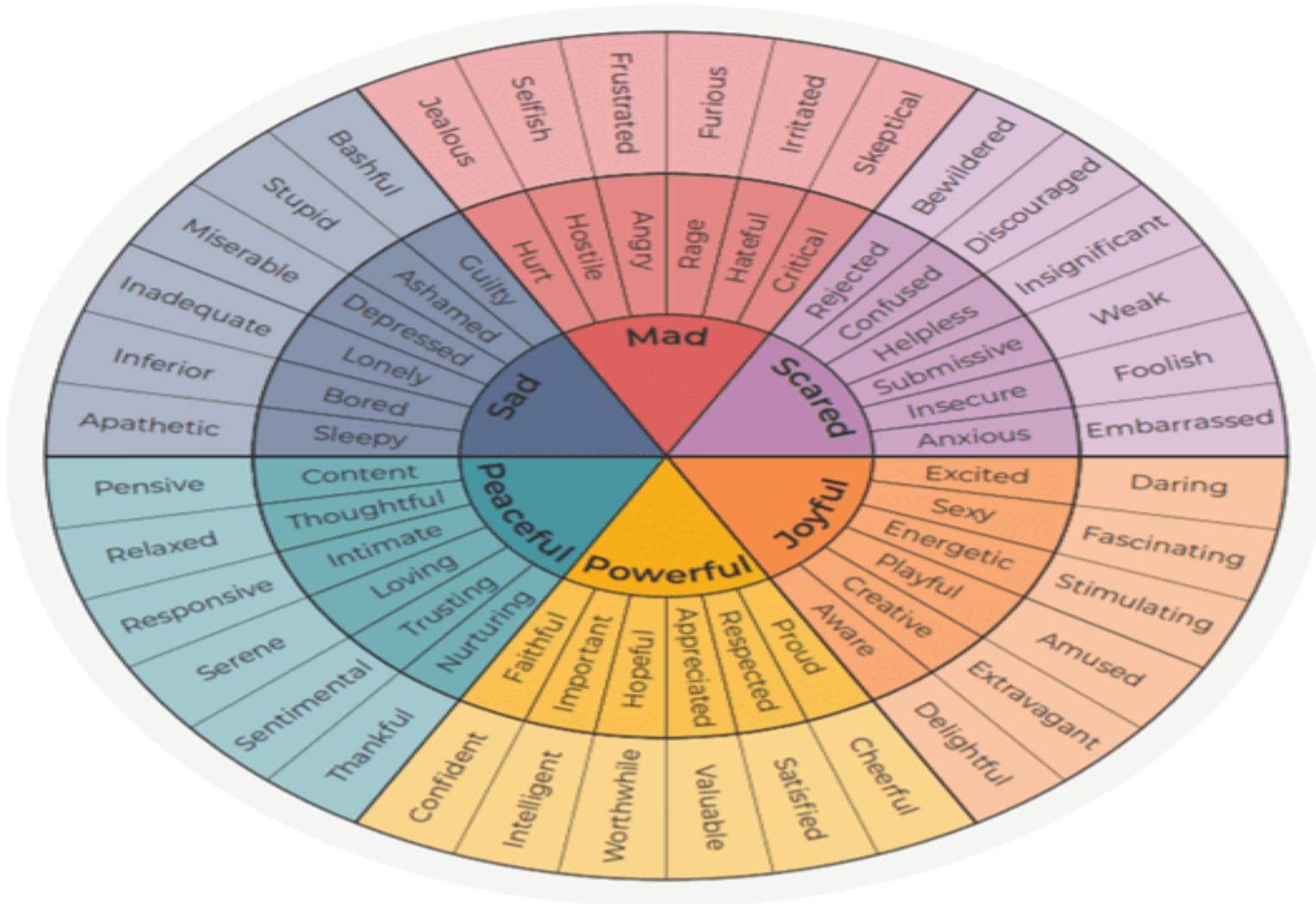
# Question



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- Have you made any decisions this week?
- Have you made any bad decisions in the last month?

# The Feeling Wheel



The Gottman Institute  
Developed by Dr. Gloria Willcox

What one word best describes your feeling today?

What caused you to feel this way?

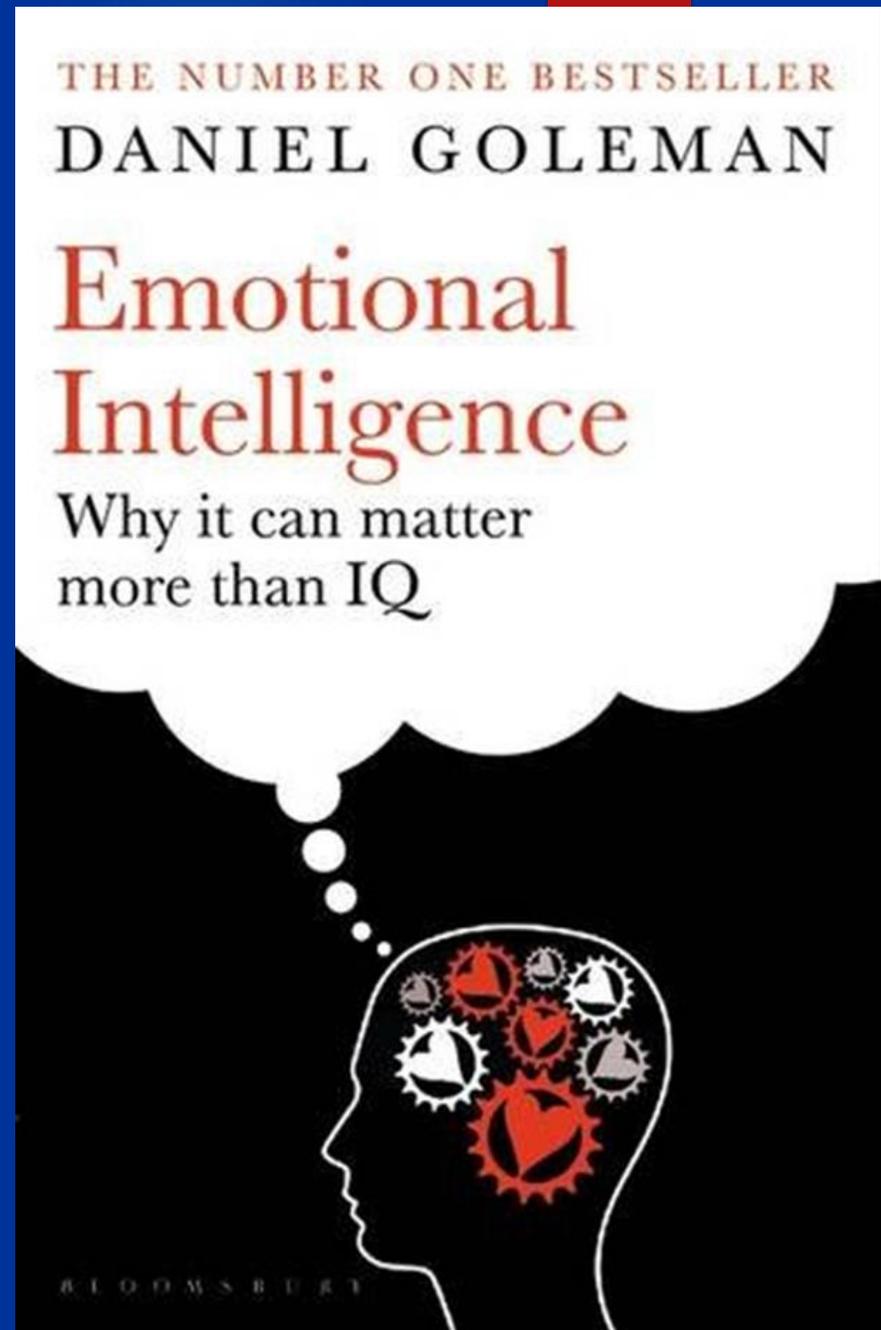
How have you expressed this feeling so far today?

# What is emotional intelligence?

## EQ or EI

*'the ability to recognise and regulate emotions in ourselves and others'.*

Goleman (1996)



# 4 emotional intelligence capabilities

## SELF

## SOCIAL

RECOGNITION

Who I am

### SELF AWARENESS

Self-confidence  
Emotional self-awareness  
Accurate self-assessment

### SOCIAL AWARENESS

Empathy  
Organisational awareness  
Service orientation

REGULATION

What I do

### SELF MANAGEMENT

Emotional self-control  
Transparency  
Adaptability  
Achievement  
Initiative  
Optimism

### RELATIONSHIP MANAGEMENT

Influence  
Inspirational leadership  
Developing others  
Change catalyst  
Conflict management  
Building bonds  
Teamwork and collaboration

# Impact of an emotionally intelligent leader



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## EMOTIONAL INTELLIGENCE IN LEADERSHIP

**127%**

In most complex jobs, a top performer is 127% more productive than an average performer.

(Hunter, Schmidt, & Judiesch, 1990).

**2/3**

Research conducted in 200 companies worldwide suggests that 2/3 of this difference is due to emotional intelligence, and only 1/3 due to technical skills and cognitive ability.

(Goleman, 1998)

**4/5**

In top leadership positions, over 4/5 of the difference is due to emotional competence.



# Impact of an emotionally intelligent leader

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Think of the best leader you have experienced

- What did they say or do?
- Which EQ competencies did they demonstrate well?
- What was the impact on you?  
(E.g. motivation, performance, productivity, wellbeing)

# 6 styles of the emotionally intelligent leader

Leadership style	What they would say	Is effective in situations	EQ competencies
<b>Commanding</b>	"Don't ask questions, just do it!"	In a crisis, to start a change	achievement, initiative, self-control
<b>Visionary</b>	"This is what I see. I want you to see it too, and I'll need your help to get us there."	When clear direction is needed	self-confidence, empathy, change catalyst
<b>Affiliative</b>	"Let's work together on this."	To motivate people during stressful situations, create harmony	empathy, building bonds, influence
<b>Democratic</b>	"What do you think?"	To build agreement, to get input from others	teamwork and collaboration, adaptability, organisational awareness
<b>Pace-setting</b>	"Come on, keep up!"	To get quick results from people who are highly motivated and competent	conscientiousness, achievement, initiative
<b>Coaching</b>	"How about doing it like this?"	To help others improve their performance or develop long term strengths	empathy, developing others, self-awareness

# 6 styles of the emotionally intelligent leader

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<b>Commanding</b>	"Don't ask questions, just do it!"	In a crisis, to start a change
<b>Visionary</b>	"This is what I see. I want you to see it too, and I'll need your help to get us there."	When clear direction is needed
<b>Affiliative</b>	"Let's work together on this."	To motivate people during stressful situations, create harmony
<b>Democratic</b>	"What do you think?"	To build agreement, to get input from others
<b>Pace-setting</b>	"Come on, keep up!"	To get quick results from people who are highly motivated and competent
<b>Coaching</b>	"How about doing it like this?"	To help others improve their performance or develop long term strengths

Think of an occasion when have you used each style

How did you feel using it?

What was the effect on others?

**How can you  
develop  
your emotional  
intelligence as  
a leader?**

Self Awareness

Self management

Social Awareness

Relationship management

# Developing your emotional intelligence

Get to know yourself

## Action:

**Set aside time each week to reflect:** think/write about how the week went, how situations affected you, and how you affected others.

**Identify your 5 core values:** Why are they important? How do they influence your thoughts/feelings? How do you feel/respond when these are not shared by others?

**Ask for feedback in a non-defensive way.** Count to 10 in your head if you need to, to let initial emotion pass. Thank them. Let them know you appreciate their courage to come to you. Ask clarifying questions and for examples so you can understand the feedback and the impact it has.

# Developing your emotional intelligence

Manage your emotions

## Action:

**Notice when your emotions are triggered:** pause and consider: what are you feeling? What is the true source of the trigger? How does it impact your beliefs about yourself/the world? What can you do to move into a more positive mindset?

**Reframe the feeling:** re-framing what you feel significantly helps to regulate your emotions. E.g. On a scale of 1-10 how important is this issue right now?

**Try mindfulness:** focus on your breathing for 3 minutes and relax each part of your body. Relieving tension will help you be more present in any situation.

# Developing your emotional intelligence

Be curious about others

## Action:

**Take time to learn others values and beliefs** so you can engage and motivate them.

**Ask open questions and actively listen** before offering your opinion. Active listening requires us to pay attention to the meaning and intention behind what someone says. And also to notice both what someone says and to the information that someone may not say – what do they choose to omit?

**Pay attention to body language and non-verbal signs** of how someone may be feeling. Look for signs that could indicate incongruence between what they are saying with their words compared with their non-verbal communication.

# Developing your emotional intelligence

Demonstrate that you care about others

## Action:

**Notice how effectively you use nonverbal communication.** What signals do you send to others about how you are feeling? (Intensity, pitch, intonation, pace, enunciation, silence)

**Learn to see conflict as an opportunity to grow closer to others.**

**Practice empathy:** talk to someone and notice that another person's perspective is their truth. Do not judge. Recognise their emotion and let them know this. Feel with them – do not project how you might feel – see/hear how they are feeling.

# Reflection: you as an emotionally intelligent leader



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## 1. LEADERSHIP STYLE: How effective is your leadership style in positively contributing to how others feel and behave?

What leadership style do you use most frequently? How effective was the last time you used this style? What were the reactions from other people and how did this affect your continuing use of the style?

## 2. SELF: What could you do to better attend to your own emotions?

How do you create space for your own emotions each day?

How skilled are you at regulating your own feelings when you are stressed/overwhelmed/angry? What do you do to move your emotions into a positive state?

# Reflection: you as an emotionally intelligent leader



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## 3. SOCIAL: What could you do to better attend to others thoughts and feelings?

### **Social Awareness:**

Do you know others' preferred way of being led and managed so as to elicit the best performance from them?

Do you know how people are feeling to be able to lead them effectively?

### **Relationship management:**

Do you create space for others to talk about their feelings? How do you make people feel safe, connected, supported, valued and heard?

Are you confident that you are understood clearly by others and that they see you as an effective and inspirational leader?

# Self assessment: your emotional intelligence



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[Take Mind Tools Quiz](https://www.mindtools.com/pages/article/ei-quiz.htm)

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**Any questions?**

# Emotional intelligence resources

- *Primal Leadership: Unleashing the Power of Emotional Intelligence* by Daniel Goleman
- *Focus: The Hidden Driver of Excellence* by Daniel Goleman
- *Emotionally Intelligent Leadership: A Guide for Students* by Marcy Levy Shankman, Scott J. Allen, and Paige Haber-Curran
- *Emotional Intelligence: Why It Can Matter More Than IQ* by Daniel Goleman
- *Leading with Emotional Courage: How to Have a Hard Conversation, Create Accountability, and Inspire Action on Your Most important Work* by Peter Bregman
- *Leadership: The Power of Emotional Intelligence* by Daniel Goleman
- *Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain Your Effectiveness* by Annie McKee, Richard E. Boyatzis, and Frank Johnston
- *The Leader's Guide to Emotional Intelligence: Understand and Develop Your EQ for Maximum Leadership Impact* by Drew Bird