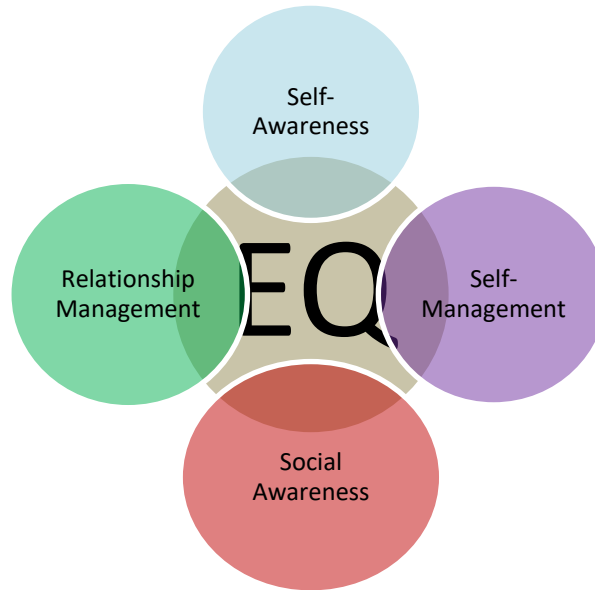


**Emotional
Intelligence**



High EQ Leaders Are More Likely To:

- Stay calm and show grace under pressure
- Resolve conflict effectively
- Lead by example
- Make more thoughtful business decisions
- Admit and learn from their mistakes
- Take criticism well



What is Unconscious Bias?

An unconscious process we use to sort information quickly based on our knowledge and past experiences. Our unconscious bias impacts both positive and negative impressions. It's done unconsciously, so it's not purposeful and not intentional.



My Biases

Others' Biases

The Impact of Unconscious Bias on Your Leadership

Common Areas of Unconscious Bias

Four Types of Bias

Affinity You're like me! They'll fit in around here!	Confirmation They met the deadline; that confirms they are good at details
Halo Effect I love this about them, so, everything else is golden too	Horns Effect They are a sloppy dresser; therefore, they are likely lazy too

Common Areas of Unconscious Bias

- Age
- Education
- Ethnicity
- Gender
- Sexual Orientation
- Urban vs. Rural

Impact of Bias on Our Leadership

- Recruiting and Hiring
- Performance Evaluations
- Promotion and Succession Planning
- Innovation
- Building High-Performance Teams



Part One: Self-awareness:

- Knowing your strengths and weaknesses
- Understanding how you impact others

Tools:

- DiSC
- MBTI
- StrengthsFinders

Self-awareness:

<i>Three words that describe me:</i>

My colleagues and team would say these things about me:

- My strengths are:
- My Achilles' heel is:
- In large groups, my greatest contribution is:
- On my team, the team looks to me to this:

Self-Awareness of My Leadership Style

1. What are the strengths of your style?
2. What are the limitations of my leadership style?
3. These are areas of unconscious bias I'd like to watch for in my own behavior:



Part Two: Self-Management

The ability to know your own tendencies *and* manage your behaviors related to your tendencies.

Three words that describe me:	Perception (both positive and negative) of those words	Behaviors that drive that perception	Ways I can modify those behaviors



Part Three: Social Awareness

The ability to read people, including:

- Reading nuances in verbal, nonverbal delivery
- Understanding their preferences
- Communicating with relevance and clarity
- Returning to behavior, not perception

Behaviors: The actual observed action/reaction without any interpretation of what you think that behavior was intended

Perception: Your interpretation of behaviors and actions

Context

Intent

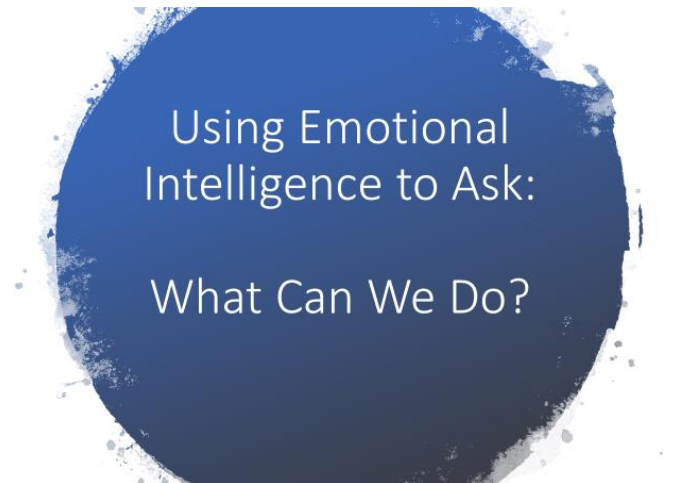
Perception

Part Four: Relationship Management

The ability to navigate combining your emotions and reactions with the other person's emotions and reactions through awareness and emotional management

Our Own Bias:

1. Ask:
 - Are we looking at the scenario the same way?
 - How am I reacting to this situation and why am I reacting that way?
 - How can I replace my perception with the behaviors I see?
2. Recognize the difference between content, intent and perception
 - Be courageous and apologize as needed



Others' Biases

1. Assume best intent
2. Gently point it out (pocket phrases)
 - Clarify: I'm confused, how does her age impact our decision?
 - Paraphrase: So you're saying you think she comes across as aggressive? What from her behaviors makes you think that?
3. Share contrary stories or experiences to raise awareness

Tips for Addressing Unconscious Bias*

- CPR – Content, Pattern, Relationship
- Mutual purpose to come together
- Don't/Do statements