

September/October 2011

5

# The Executive

CalSAE

A PUBLICATION OF THE CALIFORNIA SOCIETY OF ASSOCIATION EXECUTIVES



# Motivate

**PLUS**

**Emotional Intelligence  
– The Leadership  
Antidote to  
De-motivation**

*Page 8*

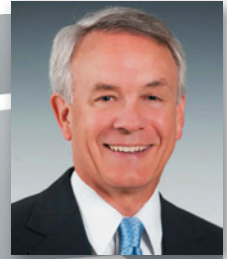
**Motivational Marketing:  
3 Easy Steps to Get  
Your Members to Take  
Action**

*Page 12*

**I Do Not Share  
and Play Well With  
Others ... but  
Generation Y Does**

*Page 15*

**Pass it on!**  
Please share this issue  
when you've  
finished reading it.



# Emotional Intelligence The Leadership Antidote to De-motivation

Can you really motivate another person?  
Or must motivation come from within?



Can a leader motivate a staff member? Or does each person need to discover his or her internal source of motivation? After we solve this riddle, we'll be ready to tackle easier topics, such as:

- Nature versus nurture?
- Is it the chicken or the egg?
- How many angels can stand on the head of a pin?

The theme of this issue of *The Executive* is (as you already know

from judging the magazine by its cover) Motivate. The contrarian theme of this article is that association managers cannot motivate staff members. Before CalSAE stops the presses — or publishes an issue with very few pages — here are two corollaries to keep our hypothesis alive and well:

- Managers can create a healthy work environment where motivation is cradled.

- Managers can create a toxic work environment where motivation is crushed.

### A Decade Ago, *Primal Leadership* Was Re-discovered

How does a manager's emotional intelligence relate to motivation? What is emotional intelligence anyway? What steps can I take to create a workplace culture where motivation thrives? We'll answer those questions soon enough, but first we need to celebrate a birthday. The *Harvard Business Review* article, "Primal Leadership – The Hidden Driver of Great Performance" will soon be 10 years old. Daniel Goleman, Richard Boyatzis and Annie McKee wrote this modern leadership classic for the December 2001 issue (HBR Reprint R0111C, for you intrepid consider-the-source readers).

In 2002, Harvard Business School Press published the book, *Primal Leadership*. The trio of researchers/authors changed the subtitle to "Learning to Lead with Emotional Intelligence." Are you beginning to see where we're headed? We'll get there together by the end of the article, but first let's look at what happened to staff motivation when a new executive director was hired to lead the mythical California Republic Association of Statistical Holography. CRASH, for short.

### Why Do Some Association Leaders Cradle Motivation While Others Crush It?

Bill Noobee had been cautioned during the interview process that Sue Periere would be a tough act to follow. Sue, CRASH's beloved executive director, was retiring after 16 years of managing a remarkable balancing act — she put her mission first, her members first, and her staff first. Bill was invited to her going-away party. He wondered if the tears flowing down many of the faces were more about Sue's departure or his arrival.

Change is always tough; Bill had a tough job to do; Bill was a tough guy.

He was convinced that, because of his military successes and his state Highway Department leadership experience, he could make the transition to the association world and bring CRASH to new levels of excellence.

Fast-forward one year. Let's eavesdrop on a Friday-night conversation among the (remaining) CRASH staff members gathered at a local watering hole... (See box below.)

### Resonant Leadership Versus Dissonant Leadership

*Resonance* and *dissonance* are concepts borrowed from the worlds of physics and music. Your goal as an association leader should be to create *harmony* (not to be confused with the bland conformity or happy-talk that inspires mediocrity.) A dysfunctional leader creates *noise* (not to be confused with the

healthy chaos or creative tension that inspires innovation and growth in people and associations.)

In our workshops on emotional intelligence, we rarely begin with definitions or theory. Instead, we ask learners to recall past people and situations. They may not yet know what emotional intelligence is. But they get a glimmer that their favorite mentor has it, and a shiver that their worst boss doesn't.

Let's return to that odd term "primal leadership." To jump-start your understanding of the link between emotions and leadership (and to encourage you to explore beyond this article) here's how Chapter One of *Primal Leadership* begins:

"Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are

## Let's eavesdrop on a Friday-night conversation among the (remaining) CRASH staff members gathered at a local watering hole...

"So do you think it was in the Army or in that state job that Noobee perfected his my way or the highway management style?"

"I don't know, but I do know that three of our most promising younger colleagues opted for the highway in the past year, and it was their choice, not Noobee's. Never would have happened if Sue was still in charge."

"You know those surveys that say people take a job because of an association's reputation, but leave a job because of the boss? We don't need any survey to prove that."

"Noobee's track record looked so good, too. Go figure. With all that so-called leadership experience, wouldn't you think he'd have attended a training session or two on how to manage without micro-managing, or how to delegate authority along with responsibility, or just how to listen?"

"My bet? Noobee showed up for the training, but he forgot to listen!"

Laughter all around. In a sad kind of way.



**How does a manager's emotional intelligence relate to motivation? What is emotional intelligence anyway? What steps can I take to create a workplace culture where motivation thrives?**

so effective, we speak of strategy, vision or powerful ideas. But the reality is much more primal: Great leadership works through the emotions.”

If you shared that powerful quote with your team, would they feel that it describes your style and your positive impact on them? Are you sure?

One more citation from that first chapter of *Primal Leadership* will reinforce the premise of this article — a leader can't motivate another person, but leaders can create work environments filled with promise...or festering with toxicity:

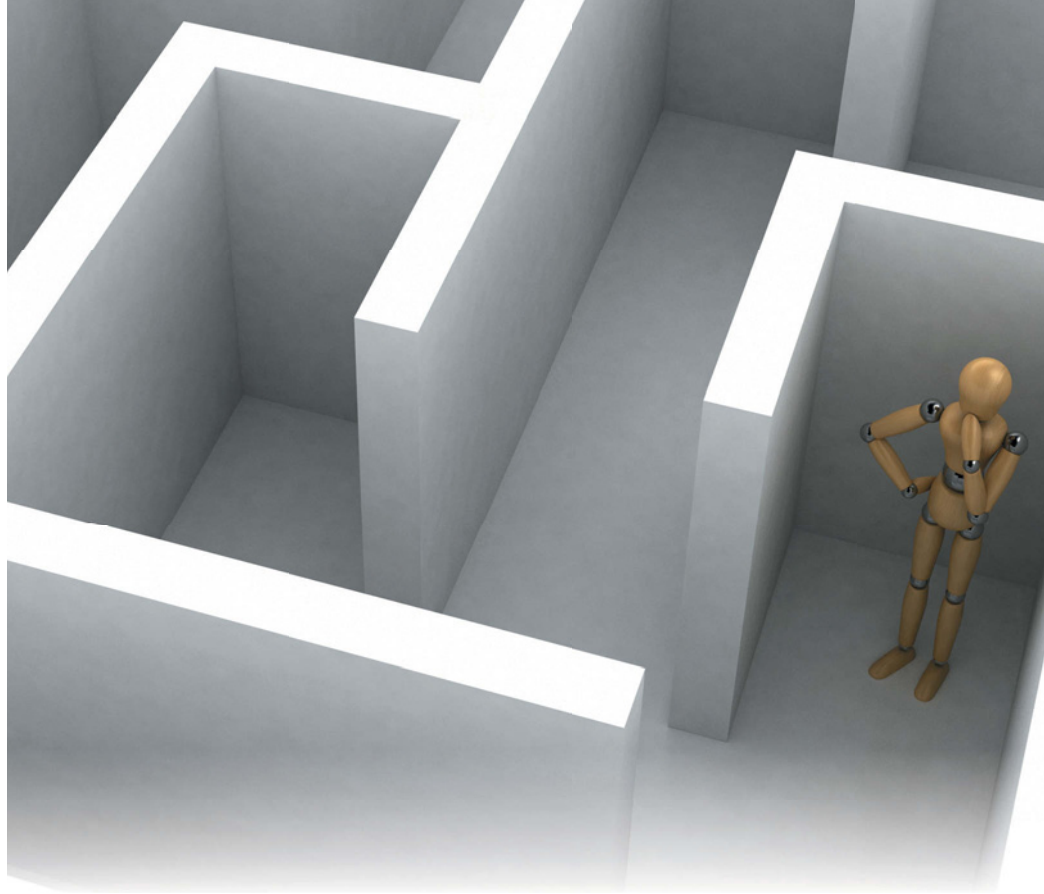
“When leaders drive emotions positively...they bring out everyone's best. We call this effect *resonance*. When they drive emotions negatively...leaders spawn *dissonance*, undermining the emotional foundations that let people shine. Whether an organization withers or flourishes depends to a remarkable extent on the leaders' effectiveness in this primal emotional dimension.”

**What Is Emotional Intelligence?**

Travis Bradberry and Jean Greaves, the founders of TalentSmart, define emotional intelligence as “your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage behavior and relationships.”

Daniel Goleman, in his 1995 book *Emotional Intelligence*, defined the four domains of emotional intelligence as:

- Self-Awareness
- Self-Management
- Social Awareness



- Relationship Management  
Self-Awareness: Do you understand your own emotions and how they affect others?

- Self-Management: Do you convert your awareness into appropriate behavior?

- Social Awareness: How adept are you at “reading between the lines” when observing other people? Do you see or sense clues that reveal true feelings and emotions?

- Relationship Management: Do you use your accurate perceptions of your own emotions and other people's emotions to create successful conversations and transactions which lead to positive, sustained relationships?

The cover of the tenth anniversary edition of Goleman's *Emotional Intelligence* displays this intriguing subtitle: “Why It Can Matter More than IQ.” Authors often use “EQ” as an abbreviation for emotional intelligence, to distinguish it from the familiar term “IQ.” Here's another clue from the cover copy: “The Groundbreaking Book that Redefines What It Means to be Smart.” Smart leaders create a workplace culture where motivation thrives. Today's

smartest association leaders probably have above-average IQs, but they definitely have above-average EQs.

**The Links Between Emotional Intelligence, Leadership and Motivation**

In *Primal Leadership*, Goleman, Boyatzis, and McKee listed 19 competencies necessary for emotional intelligence excellence, with each of those skills clustered under one of the four domains of emotional intelligence. For example:

- *Self-confidence* is necessary to achieve Self-Awareness.
- *Adaptability* is one of the drivers of Self-Management.
- *Empathy* is essential to achieving high Social Awareness.
- *Developing others* is a key component of Relationship Management.

Even the most outstanding leaders are strong in no more than six of the 19 skills, but “effective leaders typically demonstrate strengths in at least one competence from each of the four fundamental areas of emotional intelligence.”

**“Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision or powerful ideas. But the reality is much more primal: Great leadership works through the emotions.”**

If you want to be sure that your association is a crucible for motivation, it's critical you understand the links between emotional intelligence and leadership and motivation. Consider this step-by-step path to increasing motivation in your workplace:

**1. Work on one skill at a time, such as developing your empathy.** Do you take the time to walk in a staff member's shoes, even though you may not agree with the path he or she has chosen? Or do you tend to announce My Way and imply that the only other path is The Highway?

**2. As your empathy increases, your Social Awareness will improve.** Makes sense, doesn't it? If Social Awareness is about “reading between the lines,” then you'll pick up clues more quickly if, at least for a moment, you try to

think and feel what the other person may be thinking and feeling.

**3. As your Social Awareness increases, each of the other three emotional intelligence domains — Self-Awareness, Self-Management, and Relationship Management — will improve.** You are now walking up the path toward higher overall emotional intelligence.

**4. As your overall emotional intelligence increases, you are more likely to strengthen the leadership behaviors that inspire motivation in others.** Motivation translates into morale, productivity and retention.

Easy as 1-2-3-4? Well, not quite. Be patient. Whenever you try to improve an EQ-related skill, “rewiring your brain” usually requires three to six months of practice, including the inevitable setbacks.

When those temporary disappointments occur, here's a mantra to reinforce the linked concepts in this article:

“To become a resonant leader, I need to keep improving my e-motivational intelligence!”

---

*Tom Pierce, president of Pierce Management Development, is an executive coach, facilitator and trainer. He is certified by TalentSmart to coach, train, and assess emotional intelligence. Tom presented “Emotional Intelligence – The Leadership Spark That Ignites Association Excellence” at CalSAE's 2011 ELEVATE conference. He currently serves as chair of ASAE's Consultants Section Council. Tom can be reached at [Tom@CoachPierce.com](mailto:Tom@CoachPierce.com). For more information: [www.CoachPierce.com](http://www.CoachPierce.com).*