



Focused, not Frazzled: How Emotionally Intelligent Leaders Deal with Crisis

Dr. Karin Suesser

Licensed Psychologist

Aurora Medical Group - Oshkosh

What is Emotional Intelligence?

The ability to recognize and manage your own emotions –

And to recognize and respond to the emotions of others.

Organizational Crisis Scenarios

- Hostile take-over (change in group in power)
- Financial catastrophe (budget reductions; loss of grants; massive lay-offs)
- Employee sabotage/ violence
- Executive scandal/defection
- Strike/boycott
- Natural disaster
- Industrial accident



Emotional Intelligence During Crisis

What is it?

- The ability to withstand stressful situations without falling apart, by actively and positively coping with stress.

What is it based on?

- Having an emergency response plan in advance
- Maintaining an optimistic attitude toward change
- Believing that you can successfully overcome the problem at hand
- Knowing how to deal with your own stress

How DO You Deal with Stress?

- Using alcohol and/or tranquilizers
- Withdrawing or ignoring
- Blaming others
- Getting angry, moody, or depressed
- Thinking catastrophic thoughts



Intelligent Stress Management



- Deep breathing
- Exercising
- Talking it over
- Reframing the problem
- Keeping things in perspective

The 4 Competencies of EQ

Self-Awareness

Recognizing your own emotions accurately

Self-Management

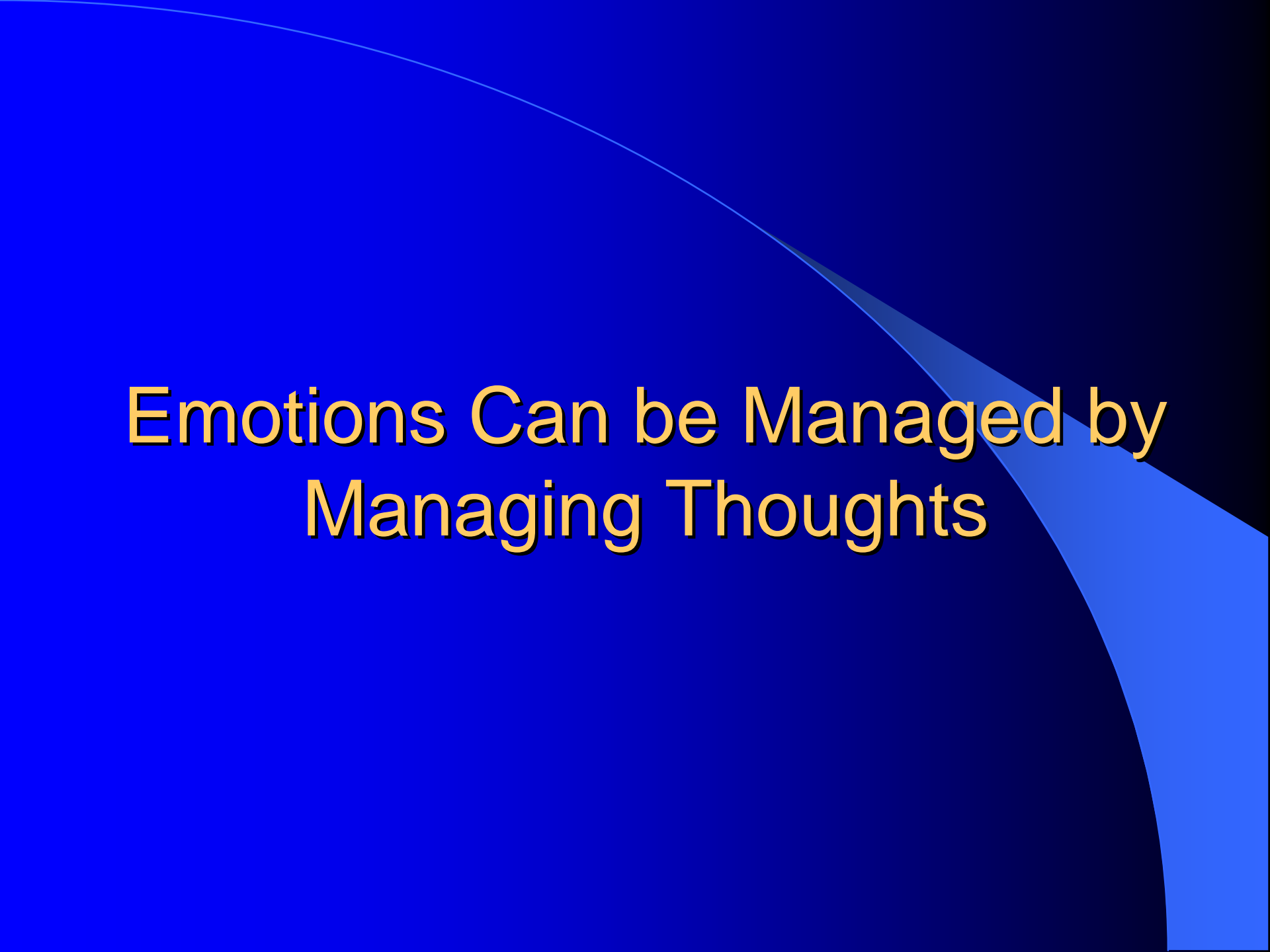
- Stress Management
- Mood Management
- Adaptability

Social Awareness

- Recognizing other people's emotions
- Showing empathy

Relationship Management

- Managing emotions in others
- Promoting positive action



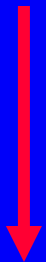
Emotions Can be Managed by
Managing Thoughts

EQ and the Brain

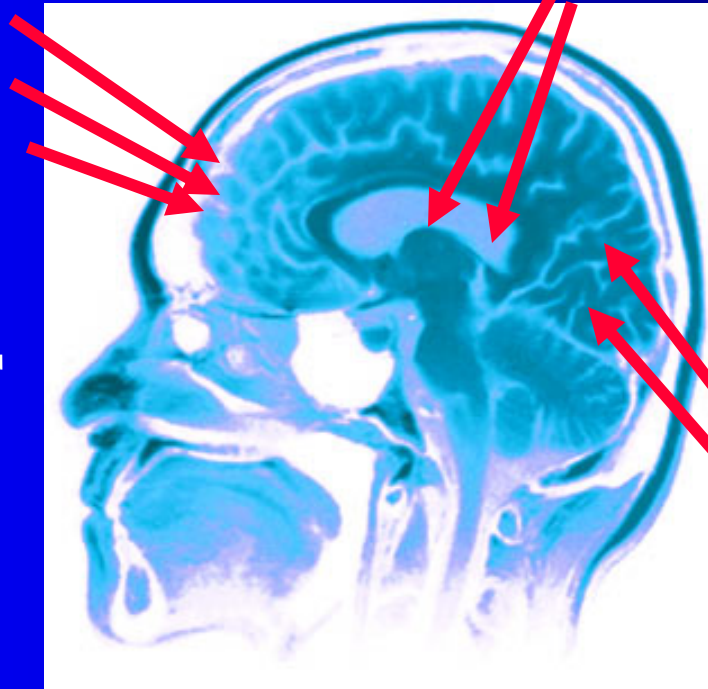
...then we react automatically...

...then we
assign
meaning!

THOUGHT



EMOTIONS



GOOD-BAD

We perceive it
first...

STIMULUS

What Causes Emotions?

Oh no, this is terrible, how can they do this to me?

External Events?

I don't like this, but let me figure out what I can do here.

Our Own Thoughts?

How unfair...

Don't want to be here!

Conflicts at home

Deadlines

Date on Saturday!

We have about
60,000 thoughts a day

Did I turn off the stove?

Family Reunion

I need an oil change!

What's for dinner?

Leadership During Crisis

Expect strong emotions

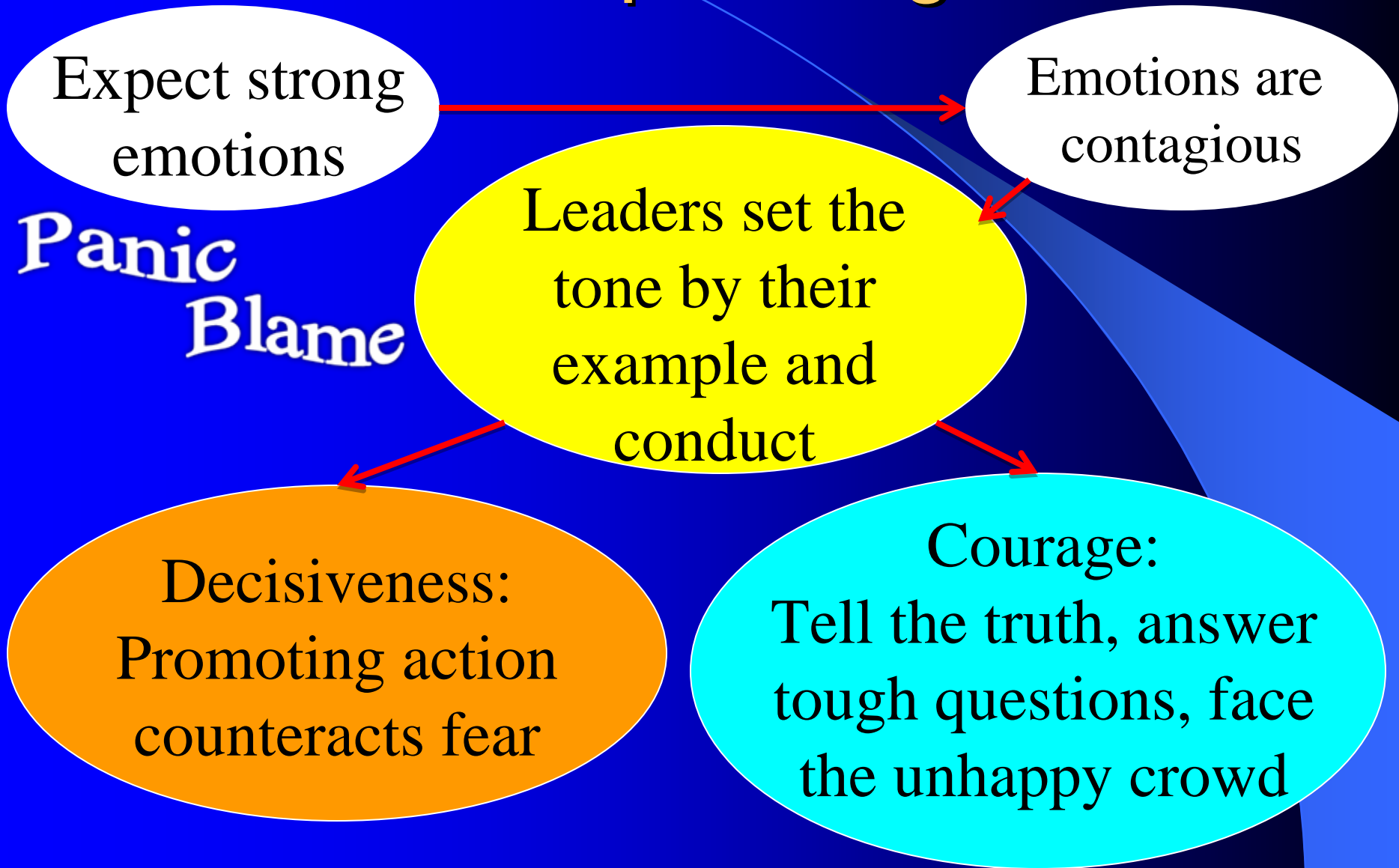
Emotions are contagious

Panic
Blame

Leaders set the tone by their example and conduct

Decisiveness:
Promoting action
counteracts fear

Courage:
Tell the truth, answer tough questions, face the unhappy crowd



Mistakes Leaders Make

Problem solving
without truly
empathizing first

Empathizing
without
re-framing
the problem

Becoming detached
instead of sharing
own experience

Not being visible,
and not staying focused
on vision and goals

Take-Back-to-Work Points

Setting an example is not
the main means of
influencing another –
it's the *only* means.

~Albert Einstein

