

# Leading through Changing Times

EMOTIONAL INTELLIGENCE, LIFELONG LEARNING, MEANINGFUL GOALS

# Emotional Intelligence

- Self –Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skill



# Self-Awareness

The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

Self-confidence, realistic self-assessment, self-deprecating sense of humour

# Self-Regulation

- The ability to redirect disruptive impulses and moods
- The ability to think before acting
- Trustworthiness and integrity
- Comfort with ambiguity
- Openness to change

# Motivation

- A passion to work for reasons that go beyond money or status
- A propensity to pursue goals with energy and persistence
- Strong drive to achieve
- Optimism even in the face of failure
- Organizational commitment

# Empathy

- The ability to understand the emotional makeup of other people
- The ability to see a viewpoint from a different lenses
- Expertise in building talent, work teams
- Cross-cultural sensitivity
- Capacity to create meaningful, lofty goals that make the organization worthwhile

# Social Skill

- Proficiency in managing relationships and building networks
- An ability to find common ground and build rapport.
- Effectiveness to lead change to keep up with the changing times
- Persuasiveness
- Expertise in building and leading teams

# Lifelong Learning and Leadership Skills

- Risk Taking: Willingness to push oneself out of comfort zones
- Humble Self-Reflection: Honest assessment of successes and failures, especially the latter
- Solicitation of opinions: Aggressive collection of information and ideas from others
- Careful listening: Propensity to listen to others.
- Openness to new ideas: Willingness to view life with an open mind




# Leading Through Cultural Intelligence

# What is Leadership?

1. Responsibility.

2. Staying true to the mission.

3. The ability to **Motivate.**

4. Ensuring members thrive.




WCI leaders are leaders of women from diverse backgrounds who share a common vision but who may see the world differently and through different coloured lenses than our own.



How do we effectively lead diverse groups of women representing multiple cultures, experiences, expectations and values?



# Through Cultural Intelligence:

1. We have the ability to lead across different cultural contexts
2. We see beyond our own cultural blinders
3. We develop a willingness to grow despite our cultural differences
4. We improve the way we think and act in intercultural situations
5. We make an intentional effort to understand the rules

We ***effectively lead***.

# Cultural Intelligence requires:

Motivation to adapt

***Honesty*** with biases we may hold

Self-confidence

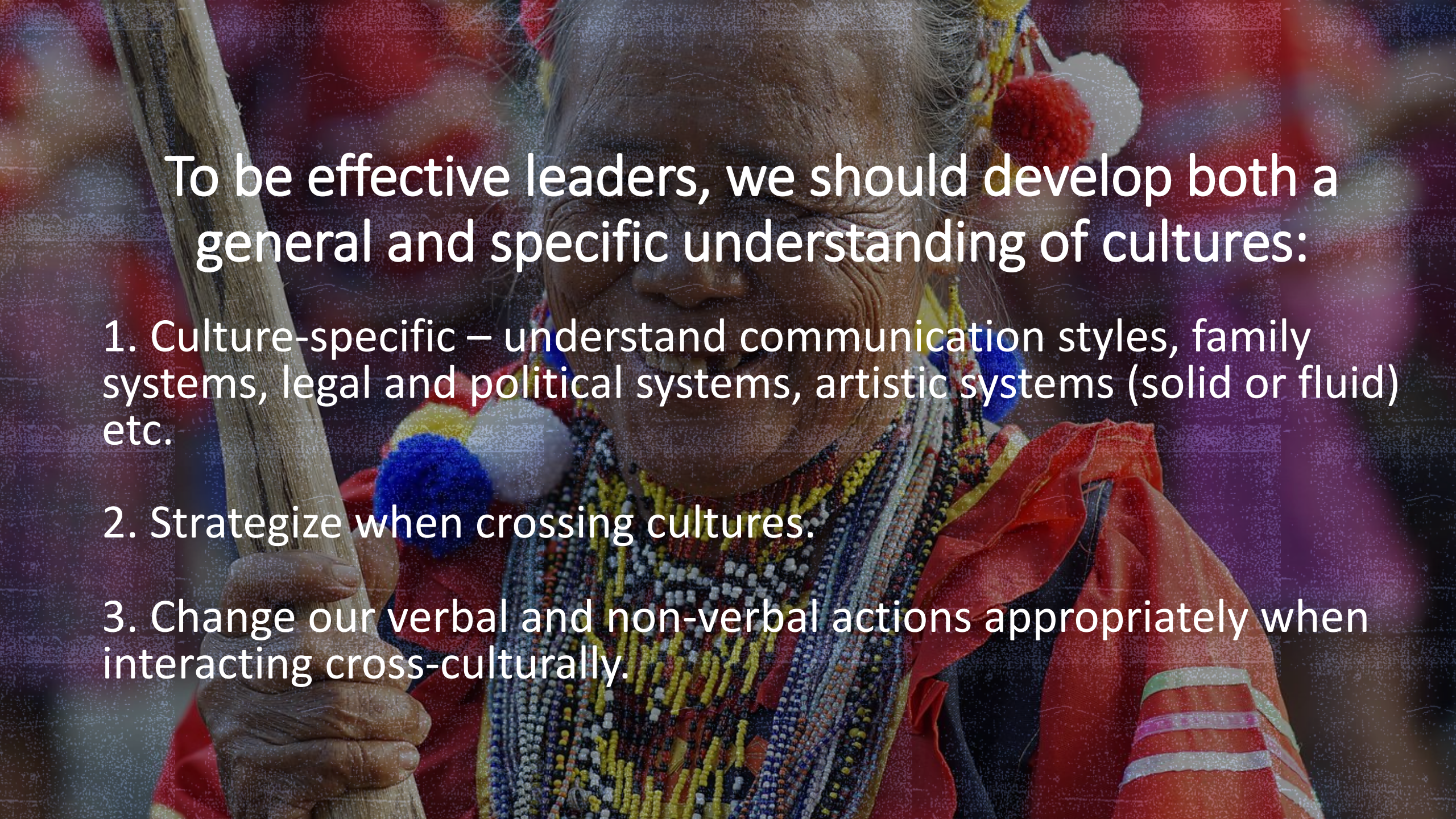


# Identifying and separating:

1. Culture: values, beliefs, customs and behaviours (national vs. ethnic culture)

2. Universal characteristics

3. Personal, individual behaviours



# To be effective leaders, we should develop both a general and specific understanding of cultures:

1. Culture-specific – understand communication styles, family systems, legal and political systems, artistic systems (solid or fluid) etc.

2. Strategize when crossing cultures.

3. Change our verbal and non-verbal actions appropriately when interacting cross-culturally.



# When we adopt cultural intelligence, we become more effective leaders

We learn to see ourselves as products of our own culture

We learn to see more objectively and counter **ethnocentrism**

We have a fascinating entry point into the rich world in which we live

We learn to see the world through other points of view



# 10 Dimensions of Cultural Intelligence

There are 10 “lenses” through which we can view culture…

## Achievement

***Cooperative vs. Competitive***

Are individuals rewarded for their achievements?

Or does success come from group results?

## Time

***Short Term vs. Long Term Orientation***

Is time prioritized by deadlines and commitments regardless of changed circumstances?

Or are tasks constantly reprioritized based on new information?

## Social Norms

***Loose vs. Tight***

Is there one correct way to act and think?

Or are different perspectives welcomed?

## Rules and Fairness

***Universalist vs. Particularist***

Do the rules apply to everyone without exception?

Or is each circumstance unique?

## Expressiveness

***Neutral vs. Demonstrative***

Is expressing emotion a positive thing?

Or is it better to keep one's emotions in check?

## Authority

***Power Distance***

Are leaders part of the group?

Or are leaders distant with unquestioned authority?

## Risk

***Uncertainty Avoidance***

Is ambiguity well-tolerated?

Or is there a strong need for structure, punctuality, clarity, planning?

## Communication

***Direct vs. Indirect***

Is preserving relationships most important?

Or are direct and candid conversations preferred?

## Identity

***Individualist vs. Collectivist***

Are the needs of the individual most important?

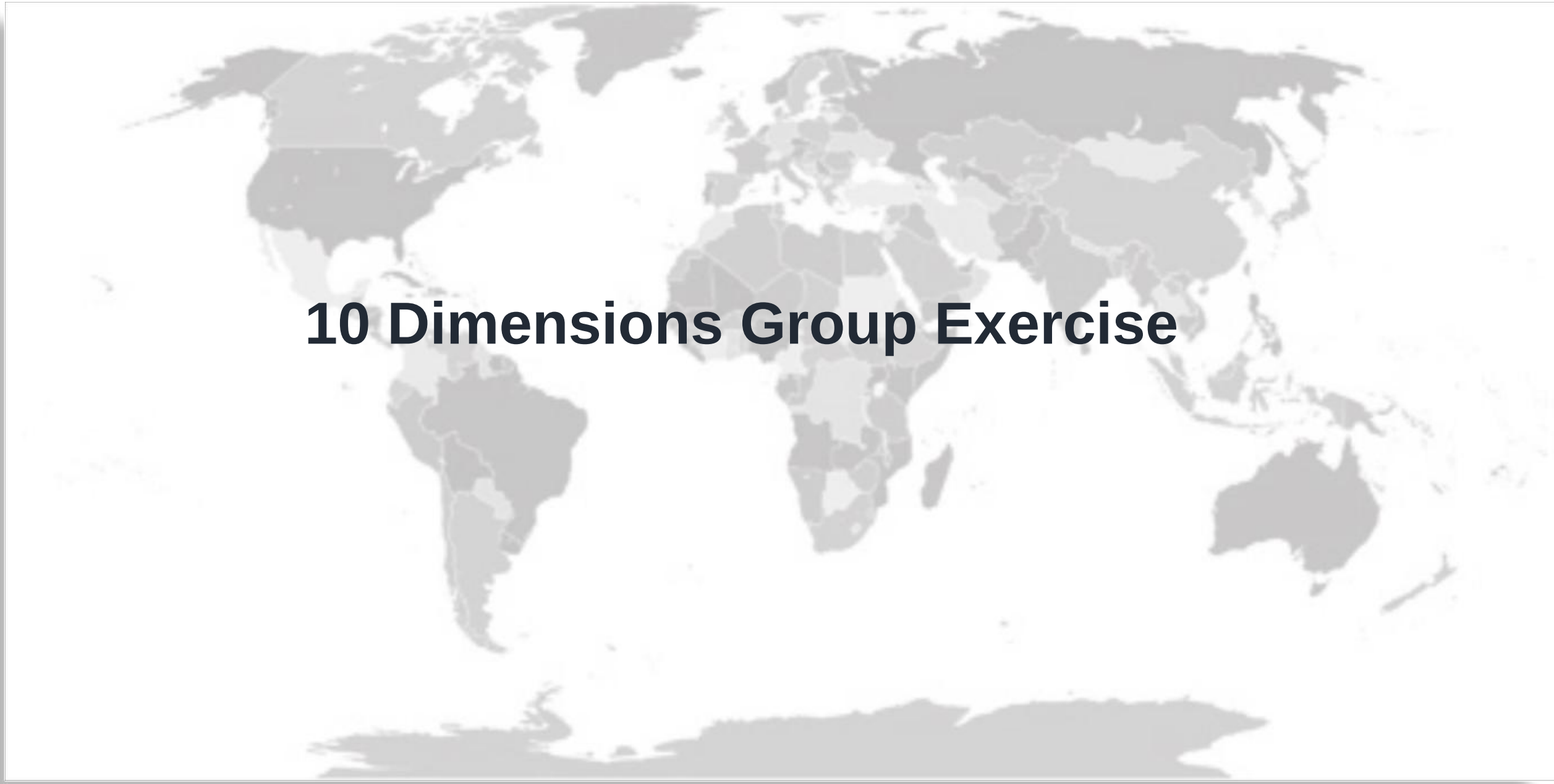
Or does the good of the group always prevail?

## Purpose

***Doing vs. Being***

Is work the most important part of life?

Or is work one facet of life?



# 10 Dimensions Group Exercise

# The Education Initiative: Meaningful Goals

**The more we try to make a difference in people's lives, the more meaningful our lives become.**

