



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 lens

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

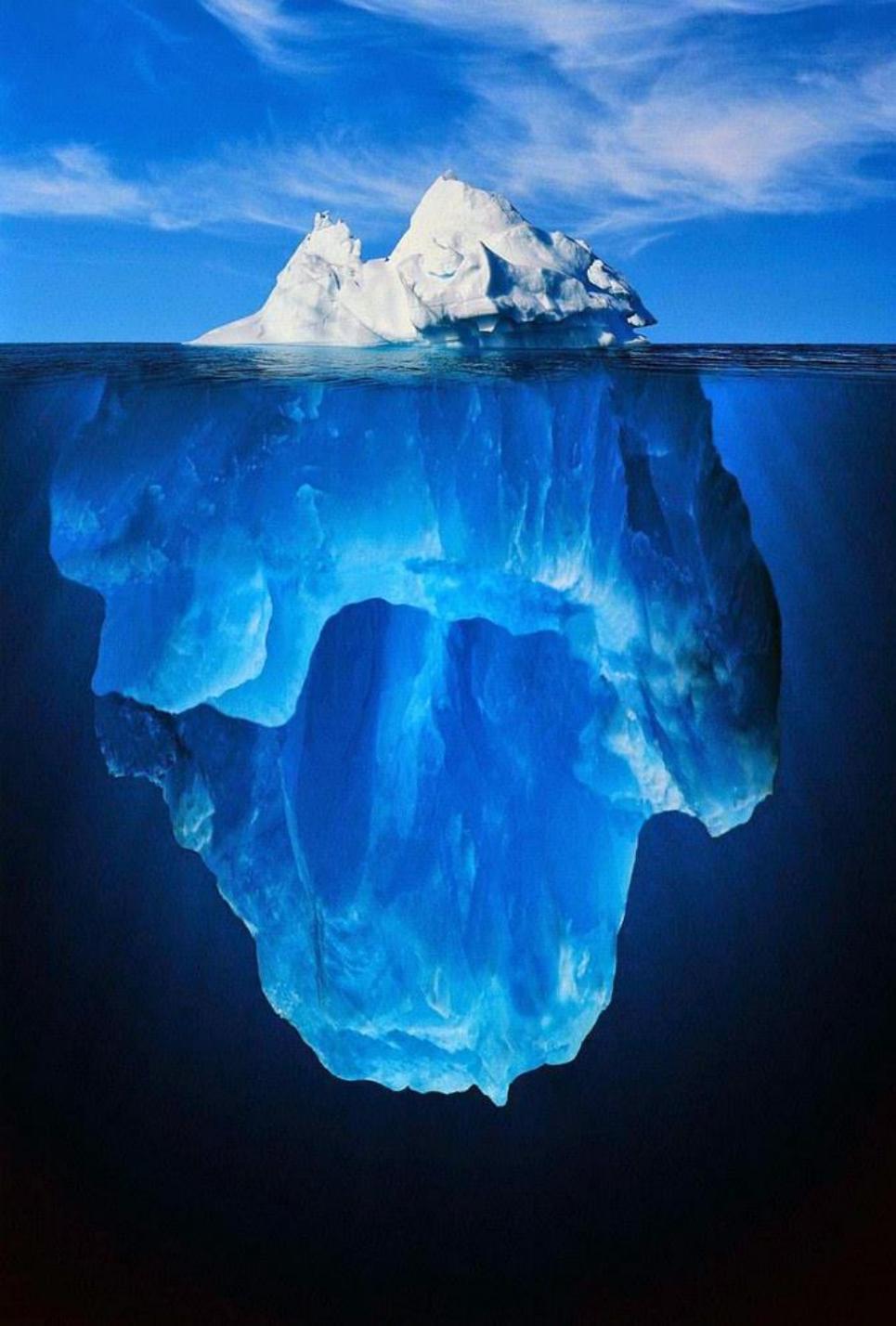
We effectively lead.

Cultural Intelligence requires:

Motivation
to adapt

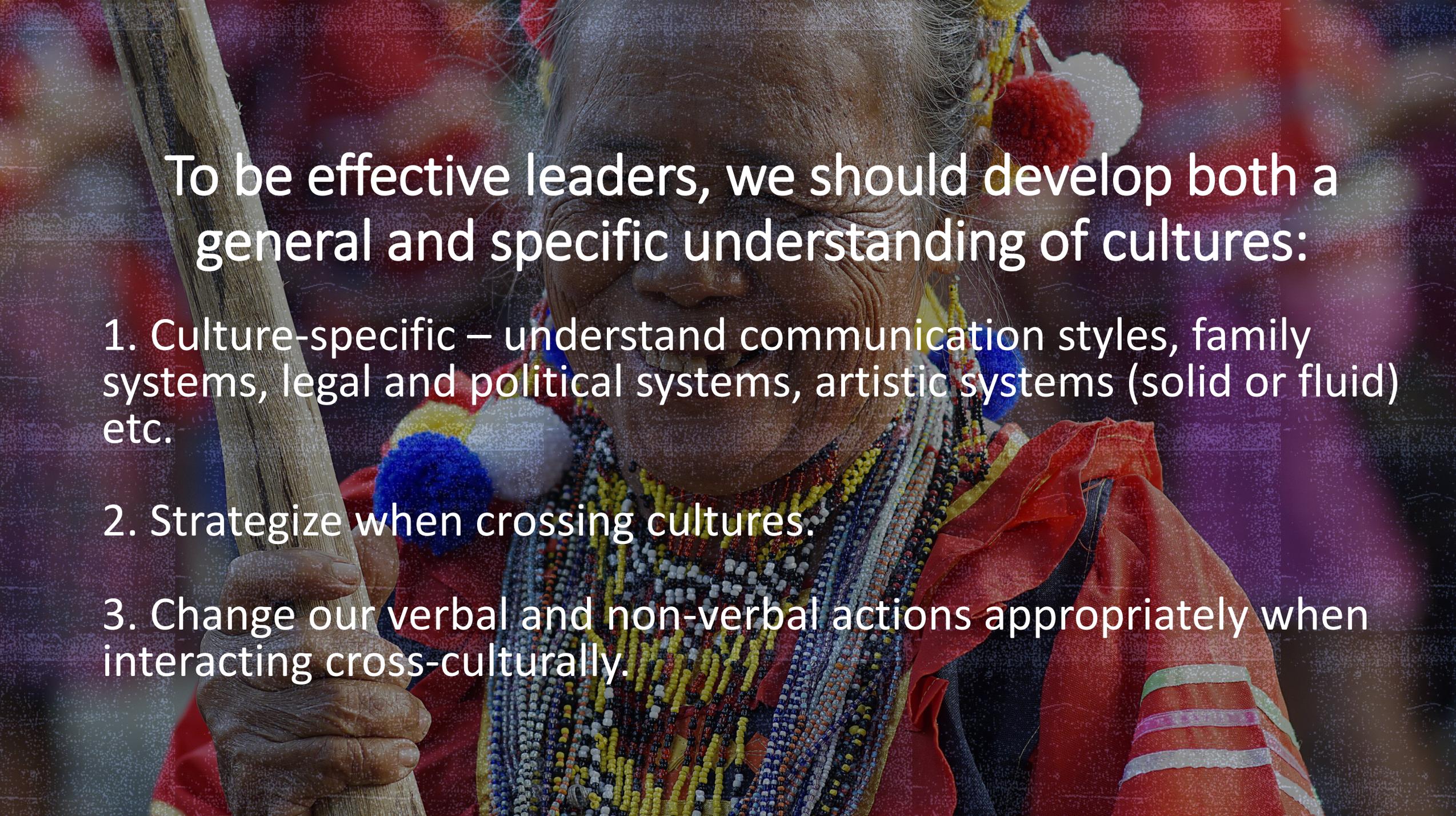
Honesty with
biases we may
hold

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.



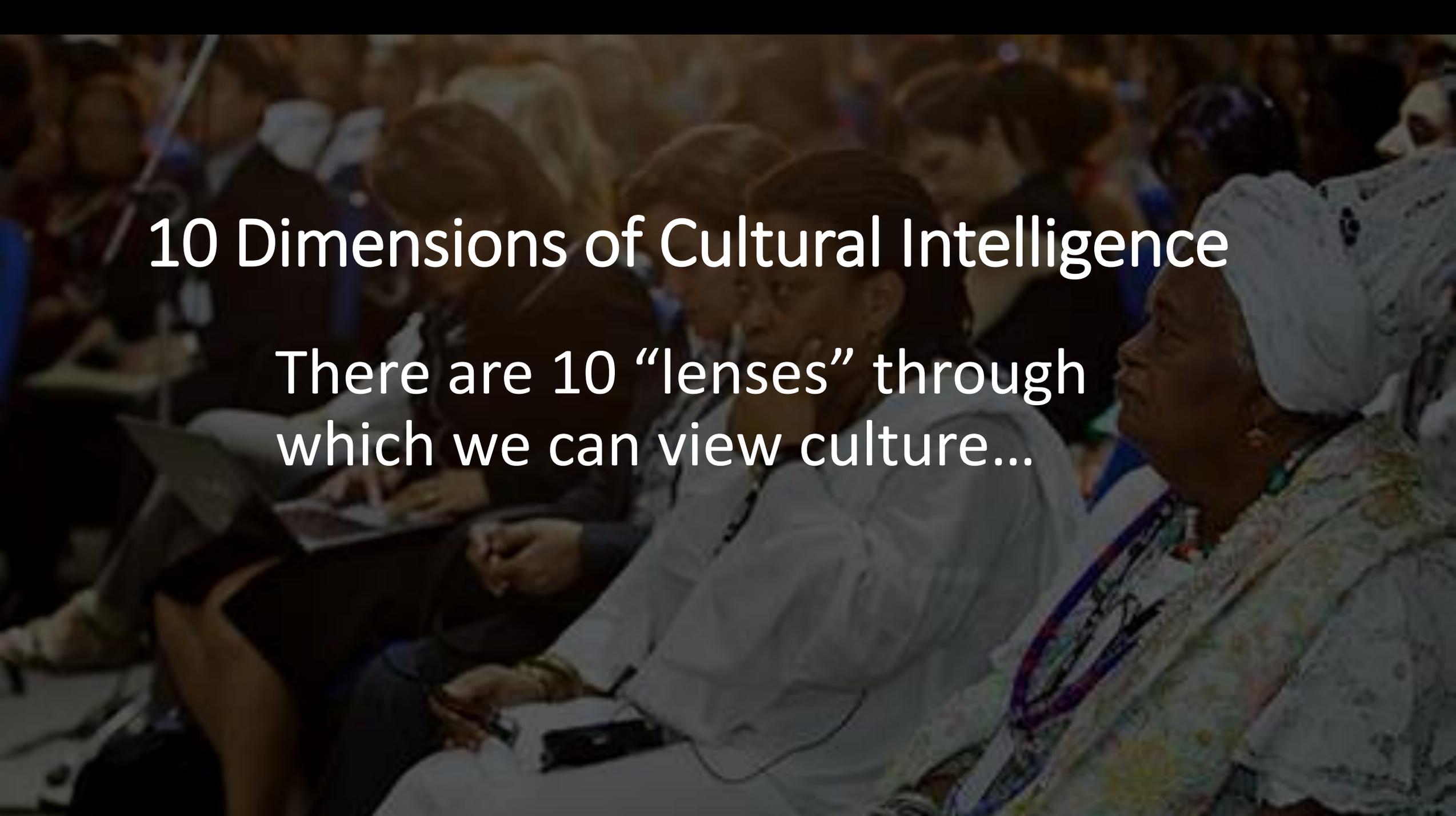
When we
adopt cultural
intelligence,
we become
more
effective
leaders

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

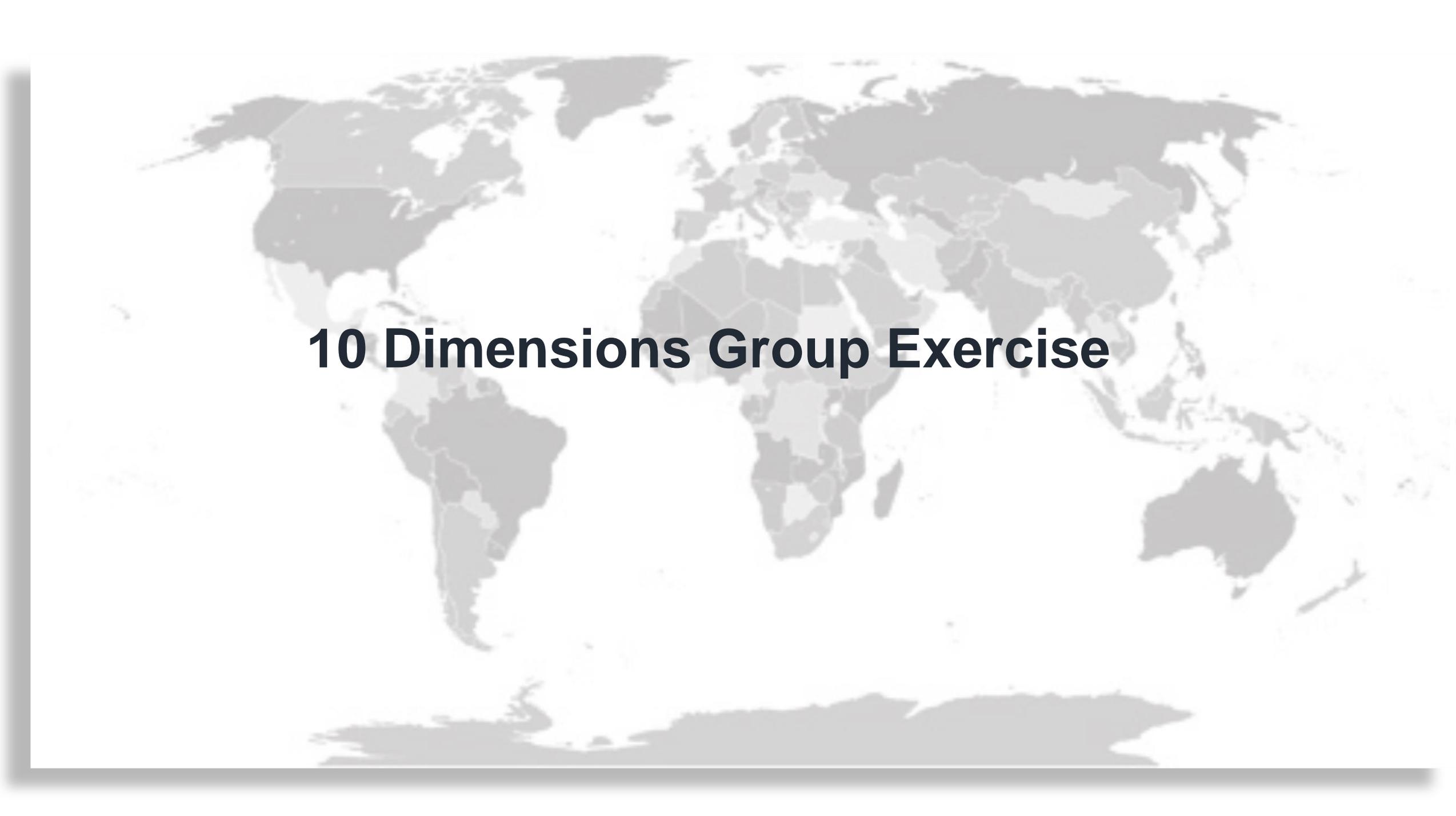
Individualist vs. Collectivist

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.

