

# **Resonant Leadership: Sustaining Emotional Intelligence**

**Emily Bolduc-Fabian**

M.S. in Leadership

Summer 2020

Granite State College

## RESONANT LEADERSHIP

- Ability to create hope in the face of fear and despair
- Renewing yourself and connecting with others through mindfulness, hope, and compassion
- Ability to move people- powerfully, passionately, and purposefully
- Leaders who create resonance are people who either intuitively understand or have worked hard to develop emotional intelligence
- Lead with personal passion, authenticity, and with enthusiasm to inspire others, and employ empathy and caring to stay in touch with other's concerns and needs

## DANIEL GOLEMAN- EMOTIONAL INTELLIGENCE

- Considered the greatest popularizer of emotional intelligence in the 1990's
- Using awareness and understanding of emotions to improve thinking and action
- Goleman's competencies of emotional intelligence:
  - Self-awareness
  - Self-management
  - Social awareness
  - Social skills

# EMOTIONAL INTELLIGENCE- AS THE FOUNDATION TO THE HOPE IN RESONANT LEADERSHIP

- Leadership operates at its best through emotionally intelligent leaders who create resonance, otherwise known as a reservoir of positivity
- Resonant leaders:
  - Give themselves to others during hardships while also making sure to care for themselves, engaging in renewal, to ensure they sustain their resonance overtime
  - Mindful and attuned to themselves in body, mind, heart, and spirit
  - Inspire their organizations and communities to remain hopeful in times of distress
  - Create a sense of hope about the future and excitement about the present, for themselves and others

# EMOTIONAL INTELLIGENCE- ROLES IN INFLUENCING OTHERS

- The success or failure of an organization is influenced by the leadership style practiced within the organization
- Resonant leaders:
  - Use their inspiration to inspire those around them through their endless passion, commitment and deep concern for the organization's success
  - Knows and understands that emotions are contagious- a leader's emotions are powerful, driving and will primarily influence the emotions of others, as well as their performance
  - Grasp the importance of understanding one's emotions

# EMOTIONAL INTELLIGENCE- ROLES IN BUILDING RELATIONSHIPS

- When leaders are able to channel other's emotions in a positive direction, resonant leadership is displayed and relationships are well managed
- Self-knowledge will facilitate both empathy and self-control, both working together to create well-defined relationship management
- Resonant leaders:
  - Act with mental clarity, not simply following a whim or an impulse
  - Display a deeper empathy; they are consistent and determined to read people, groups, and organizational cultures accurately
  - Work to shape positive emotions in relations with others for fostering healthy cultures and building an atmosphere of trust

## RESEARCH QUESTION

- How might one inspire those who are not resonant leaders to develop and grow into resonant leaders with high emotional intelligence?
- Would the development of a workshop designed around transitioning from traditional leadership styles be helpful in changing the mindset of those who do not welcome change easily?

# A WORKSHOP FOR WELCOME CENTER PROFESSIONALS

- Designed to inspire the State of New Hampshire's Welcome Center Employees to:
  - Leave behind traditional leadership styles and transition to a resonant leadership style
  - Encourage a resonant leadership approach with the tools and mindset of those who are emotionally intelligent
  - Remain hopeful and positive at all times
  - Remain empathetic with those they work alongside
  - Build strong relationships
  - Understand their own emotions better, as well as how to manage their emotions in a positive way



# WORKSHOP LOGISTICS

Workshop Information Overview	
Workshop Title	Resonant Leadership: Sustaining Emotional Intelligence.
Length	Full day 8:00am- 4:00pm
Proposed Date	Thursday 1 <sup>st</sup> , 15 <sup>th</sup> , 29 <sup>th</sup> of April 2021.
Location	Department of Business and Economic Affairs 100 North Main Street, Suite 100, Concord, NH 03301
Attendees	Welcome Center employees- 60 employees' total, broken into 3 groups of 20 employees per day.

## Detailed Workshop Plan

### Schedule

8:00am-	Expected employee arrival
8:00am-8:45am-	Free breakfast and seating
	- Participant Introductions
8:45am-9:00am-	Welcoming from Bureau Chief
9:00am-9:30am-	<a href="#">PowerPoint:</a>
	- What is resonant leadership?
9:30am-9:45am-	<a href="#">Interactive YouTube video:</a>
	- Richard Boyatzis-What is Effective Leadership?
9:45am-10:10am-	<a href="#">PowerPoint:</a>
	- Goleman's Model of Emotional Intelligence
10:10am-10:30am-	<a href="#">TEDx Video:</a>
	- Ramona Hacker- Six Steps to Improve Your Emotional Intelligence
10:30am-10:45am-	BREAK
10:45am-11:45am-	Break out rooms- 2 groups
	- <a href="#">Emotional Intelligent activities</a>
11:45am-12:00pm-	Full Feedback- round table discussion
	- Were these activities useful? Did you learn more about yourself? Questions
12:00pm-1:00pm-	LUNCH
1:00pm-1:25pm-	<a href="#">PowerPoint:</a>
	- Emotional intelligence as foundation of hope in resonant leadership
1:25pm-1:45pm-	<a href="#">TEDx Video:</a>
	- Lucy Hone- The three secrets of resilient people
1:45pm-2:05pm-	<a href="#">PowerPoint:</a>
	- Emotional intelligence role in influencing others
2:05pm-2:30pm-	<a href="#">TEDx Video:</a>
	- Brene Brown- The Power of Vulnerability
2:30pm-2:45pm-	BREAK
2:45pm-3:20pm-	<a href="#">PowerPoint:</a>
	- Emotional intelligence role in relationship building
3:20pm-3:30pm-	<a href="#">YouTube Video:</a>
	- Brene Brown- On Empathy
3:30pm-4:00pm-	Wrap up/ Questions and Answers

# WHAT IS RESONANT LEADERSHIP?

Who are  
Resonant  
Leaders?

Those seen with the ability to create hope in the face of fear and despair



- 9:00am-9:30am- [PowerPoint:](#)  
- What is resonant leadership?  
9:30am-9:45am- [Interactive YouTube video:](#)  
- Richard Boyatzis-What is Effective Leadership?

Creating &  
Sustaining  
Resonance:

- Influencing hope among those within their organizations and communities
- Having resonance as a strong characteristic ensures you do not reach the point of a 'burnout'
- Being mentally aware of your own emotions will help you to remain balanced by taking a mindful approach to leading others

"...renewing yourself and connecting with others through mindfulness, hope, and compassion"

# GOLEMAN'S MODEL OF EMOTIONAL INTELLIGENCE

Goleman's  
indication of  
Emotional  
Intelligence:

Daniel Goleman was considered the greatest popularizer of emotional intelligence in the 1990's, indicating emotional intelligence as a unique foundation



"another kind of wisdom"

"...using an awareness and understanding of emotion to improve thinking and action"

9:45am-10:10am- [PowerPoint:](#)

- Goleman's Model of Emotional Intelligence

10:10am-10:30am- [TEDx Video:](#)

- Ramona Hacker- Six Steps to Improve Your Emotional Intelligence

Goleman's  
Emotional  
Competences:

"...a learned capability based on emotional intelligence that results in outstanding performance at work"

Goleman organized the competencies of emotional intelligence into four areas:

1. Self-awareness
2. Self-management
3. Social Awareness
4. Social skills

# EMOTIONAL INTELLIGENCE ACTIVITIES

## Relationship Management Activity

In this activity, for each of the green circles, write the names of important people in your life. Then, think about what you know about that person. List two traits, hobbies, or features related to the person in the designated boxes. For example: Bob Smith 1) Runs marathons 2) Tells funny jokes.

Name: \_\_\_\_\_

1.

2.

Name: \_\_\_\_\_

1.

2.

Name: \_\_\_\_\_

1.

2.

## Self-Awareness Activity

Before you can make changes in yourself, you have to know what there is to work with. Becoming self-aware is about the process of understanding yourself. We all have strengths and limitations. Self-awareness can be developed and identifying your strengths and weaknesses can help with this development. Spend some time recognizing areas you need to develop and intentionally make an effort to develop or strengthen that aspect of yourself.

Choose three strengths for yourself, and three you would like to improve on. If you don't see a trait listed here, feel free to write your own! Once you've chosen traits that need improving, think about and describe how you will attempt to improve those traits.

Strengths

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Would like to Improve

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

# EMOTIONAL INTELLIGENCE AS THE FOUNDATION OF HOPE IN RESONANT LEADERSHIP

## Emotional Intelligence:

- It is a critical component for leaders to be able to channel emotions in a positive direction
- Leadership operates at its best through emotionally intelligent leaders who create resonance, other wise known as "...a reservoir of positivity"
- The root of leadership is emotions

## Resonant Leaders:

- Works hard to manage their emotions during the inevitable sacrifices
- Will give themselves to others during hardships while also making sure to care for themselves, engaging in renewal
- Leading requires the leader constantly gives themselves to others, which can come with a slippery slope of stress, burnouts, fatigue, and multiple other negative factors
- "...being resonant is not so easy, and sustaining it is even harder"

1:00pm-1:25pm- [PowerPoint:](#)

- Emotional intelligence as foundation of hope in resonant leadership

1:25pm-1:45pm- [TEDx Video:](#)

- Lucy Hone- The three secrets of resilient people

# EMOTIONAL INTELLIGENCE'S ROLE IN INFLUENCING OTHERS

## Impact of Leadership Styles:

- The success or failure of an organization is influenced significantly by the leadership style practiced within the organization
- When leadership is emotionally intelligent in their ability to remain in harmony with people's feelings and channel them in a positive direction while displaying resonance, such a leader succeeds in influencing those within their organizations through the emotions they feel, while cultivating optimism

## Inspiration:

- Resonant leadership utilizes their emotional intelligence to remain inspired by their own values, working to captivate and bring in harmony the feelings of those around them, to share the same emotions of optimism and enthusiasm
- Use their inspiration to inspire those around them through their endless passion, commitment and deep concern for the organization's success
- Influences those who they lead to want to excel, stay committed, and move toward an exciting future

- 1:45pm-2:05pm- [PowerPoint:](#)
- Emotional intelligence role in influencing others
- 2:05pm-2:30pm- [TEDx Video:](#)
- Brene Brown- The Power of Vulnerability

# EMOTIONAL INTELLIGENCE'S ROLE IN RELATIONSHIP BUILDING

## Emotional Responsibility of a Leader:

"...no one will be motivated, inspired, excited and even loyal to the manager if he is not capable of emotional connection"

"...emotionally intelligent leaders, who create resonance, are the most capable in mastering the art of leadership based on emotional intelligence"

## Controlling One's Own Emotions:

- Without first being able to control one's own emotions, allowing their own emotions to get out of control, a leader's relationship with others then suffers
- Self-knowledge will facilitate both empathy and self-control, both working together to create well-defined relationship management

"...leadership based on emotional intelligence is built from a self-aware base"

- 2:45pm-3:20pm- [PowerPoint:](#)
  - Emotional intelligence role in relationship building
- 3:20pm-3:30pm- [YouTube Video:](#)
  - Brene Brown- On Empathy
- 3:30pm-4:00pm- Wrap up/ Questions and Answers



# WORKSHOP EVALUATION FORM

## Workshop Evaluation Form Resonant Leadership: Sustaining Emotional Intelligence a Workshop for Welcome Center Professionals

Your feedback is critical for BVS to ensure we are meeting your educational needs. We would appreciate if you could take a few minutes to share your opinions with us so we can serve you better.

Please rate each section of the workshop:

	Strongly agree				Strongly disagree
	1	2	3	4	5
1. What is Resonant Leadership?					
The material was presented in an organized manner	1	2	3	4	5
The instructor was knowledgeable on the topic	1	2	3	4	5
I would be interested in attending a follow-up, more advanced workshop on this same subject	1	2	3	4	5
2. Goleman's Model of Emotional Intelligence					
The material was presented in an organized manner	1	2	3	4	5
The instructor was knowledgeable on the topic	1	2	3	4	5
I would be interested in attending a follow-up, more advanced workshop on this same subject	1	2	3	4	5
3. Emotional intelligence as foundation of hope in resonant leadership					
The material was presented in an organized manner	1	2	3	4	5
The instructor was knowledgeable on the topic	1	2	3	4	5
I would be interested in attending a follow-up, more advanced workshop on this same subject	1	2	3	4	5

### 4. Emotional intelligence role in influencing others

The material was presented in an organized manner	1	2	3	4	5
The instructor was knowledgeable on the topic	1	2	3	4	5
I would be interested in attending a follow-up, more advanced workshop on this same subject	1	2	3	4	5

### 5. Emotional intelligence role in relationship building

The material was presented in an organized manner	1	2	3	4	5
The instructor was knowledgeable on the topic	1	2	3	4	5
I would be interested in attending a follow-up, more advanced workshop on this same subject	1	2	3	4	5

9. Given the topic, was this workshop:  a. Too short  b. Right length  c. Too long

10. In your opinion, was this workshop:  a. Introductory  b. Intermediate  c. Advanced

11. Please rate the following:

	Excellent	Very Good	Good	Fair	Poor
a. Visuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Meeting space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Handouts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The program overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What did you most appreciate/enjoy/think was best about this workshop? Any suggestions for improvement?

---



---



---



---

## CONCLUSION

- I am passionate about helping others grow and develop professionally
- I was able to get the feel for creating a live working developmental training, while becoming aware of the logistics and details
- Understanding that once this workshop is conducted for the first time, there will be changes needed for future adjustments
- Once tested and improved, I will be able to work with my team to inspire the Welcome Center Employees to transition to a resonant leadership style

**Questions?**

Granite State College

## REFERENCES

- Baesu, C. (2018). Leadership Based on Emotional Intelligence in Modern Organizations. *USV Annals of Economics & Public Administration*, 18(2), 73–78.
- Bert, R. (2005). Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion. *Civil Engineering (08857024)*, 75(12), 66–67.
- Boyatzis, R., & McKee, A. (2006). Inspiring others through resonant leadership. *Business Strategy Review*, 17(2), 15–19. <https://doi.org/10.1111/j.0955-6419.2006.00394.x>
- Boyatzis, R., & McKee, A. (2005). *Resonant Leadership: Renewing Yourself and Connecting with Others through Mindfulness, Hope, and Compassion*. Boston: Harvard Business School Press
- Brooks, K. (2003). Primal Leadership: Realizing the Power of Emotional Intelligence. *Human Resource Development Quarterly*, 14(2), 235–238. <https://doi.org/10.1002/hrdq.1063>
- Camelia BĂEȘU. (2018). Leadership Based on Emotional Intelligence in Modern Organizations. *USV Annals of Economics and Public Administration*, 18(2(28)), 73–78.

## REFERENCES

- Chopra, P., & Kanji, G. (2010). Emotional intelligence: A catalyst for inspirational leadership and management excellence. *Total Quality Management & Business Excellence*, 21(10), 971–1004. <https://doi.org/10.1080/14783363.2010.487704>
- Klein, R. R. (2009). A review of *Becoming a Resonant Leader* (McKee, Boyatzis, and Johnston): contextualizing the place of Emotional Intelligence skills with respect to team leadership and group dynamics. *Organization Management Journal (Palgrave Macmillan Ltd.)*, 6(1), 58–63. <https://doi.org/10.1057/omj.2009.3>
- Rapisarda, B. A. (2002). The Impact of Emotional Intelligence on Work Team Cohesiveness and Performance. *International Journal of Organizational Analysis (1993 - 2002)*, 10(4), 363. <https://doi.org/10.1108/eb028958>
- Skrzypczyńska, K. (2018). Significance of Emotional Intelligence in Leadership. *Journal of Positive Management*, 9(4), 66–78. <https://doi.org/10.12775/JPM.2018.155>
- Venera, T. A. (2019). Leadership and Emotional Intelligence. *Annals of “Constantin Brancusi” University of Targu-Jiu. Economy Series*, 6, 160–166.