**Leadership Qualities**

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| Objectives* To establish the centrality of emotional intelligence to effective leadership
* To introduce the topic of leadership
* To introduce the topic of emotional intelligence

Trainer Instructions1. Trainer distributes around the room or group a number of Post-It pads and markers/pens. Every participant in the room should have access to at least a dozen Post-It sheets and a writing instrument.
2. Trainer prepares four flip charts or workstations (a workstation could be a piece of flipchart paper taped to the wall), each with a bold label/category at the top of the page—the four flip charts should have these four labels:
3. Subject Matter Expertise/Professional Experience
4. IQ/Cognitive Intelligence
5. EQ/Emotional Intelligence
6. Other

These four flipcharts or work stations should be hidden/out of sight when the exercise begins.1. Trainer asks participants to reflect upon/think about the best leader he/she can imagine. The following is the specific instruction:

“Think about or reflect upon the best leader you have ever known or could think of. Perhaps this is a person you have actually worked for. It may be a political figure or public figure—living or dead. It could even be a fictional character. Just picture in your mind someone who—through his or her actions, behaviors, abilities and performance—exemplifies exceptional leadership.Once you have this person in mind, think about the individual behaviors, characteristics or qualities that distinguish this person as such a good example of effective leadership. As you start to identify the individual characteristics, qualities or behaviors that distinguish this leader, put each quality/behavior on its own Post-It note and stack these notes up in front of you. Come up with at least 6 or 7 qualities—a leader so good should have at least a half-dozen characteristics that make them so effective.”1. While the participants are preparing their Post-It notes, trainer should tape up or reveal the four prepared charts/work stations.
2. When most of the participants have gotten at least 6 Post-It notes stacked up in front of them, trainer then instructs people to distribute these notes to the category to which it most closely belongs (Subject Matter Expertise, IQ, EQ or other).
3. If a participant feels an individual characteristic could go on multiple charts (for instance, “Smart” could refer to IQ and/or Professional Experience), he/she could duplicate this item and place it in both appropriate places.
4. When all participants have hung/categorized their Post-It notes, have all participants take a seat and discuss—as a large group—the patterns that they see.

**Processing Notes*** The insight is NOT to discuss any one item and its placement.
* The value of the group discussion is to note—not the unimportance of IQ or Experience—but the vital nature of the EQ chart. These EQ behaviors (usually the most crowded chart by far) are so pivotal in the overall success of leaders, that this exercise should support and justify the time and expense of engaging with this often overlooked topic.
 | CategoryIntroductory/ Beginner-level EQ exerciseExercise StageBasicsNumber of ParticipantsMinimum: 3 Ideal: 6 - 40Maximum: 80Time RequiredMinimum: 10 minutesMaximum: 20 minutesMaterials Needed* Four flip chart pages/work stations
* Post-In Note pads (enough for every participant to have at least a dozen Post-It note pages
* Markers/pens—enough for each participant to have a writing instrument
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