



# FSLI

FOOD SYSTEMS LEADERSHIP INSTITUTE

## Exploring Emotional Intelligence: managing common challenges in leadership

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FSLI

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# Why is emotional intelligence important for leaders?

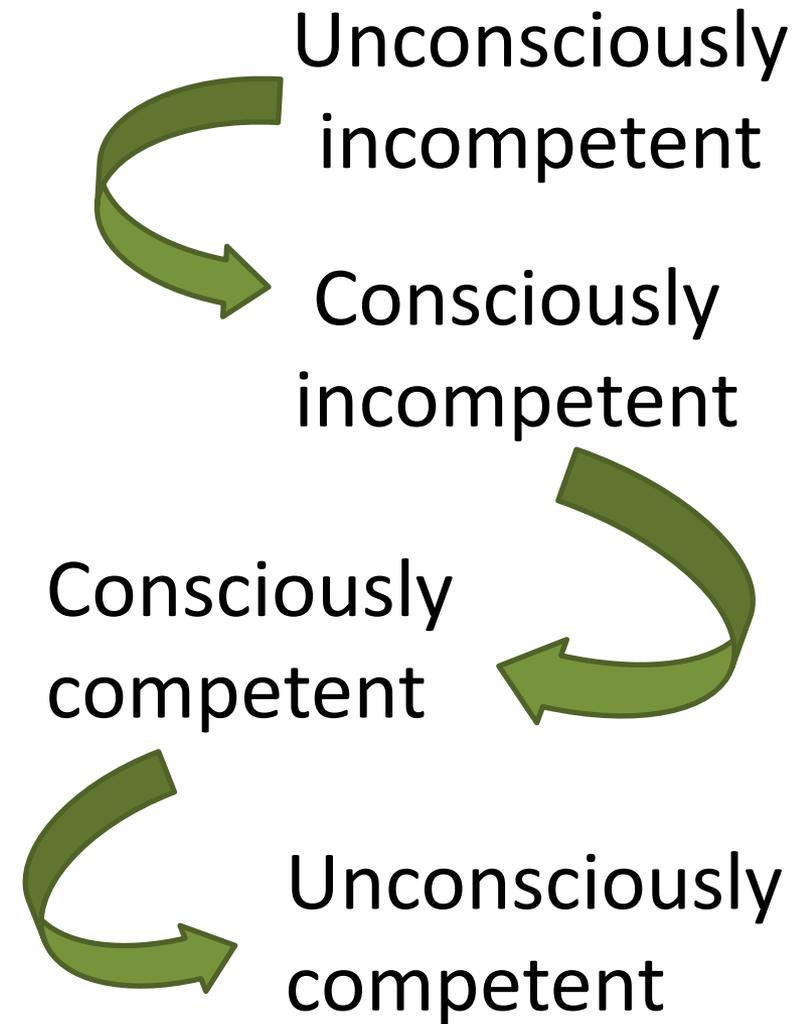
**Because leadership is about:**

- **Creating/changing the culture**
- **Enabling others to act (shared leadership)**
- **Inspiring a shared vision**
- **Modeling the way**
- **Encouraging the heart**
- **Fostering Adaptive Change**



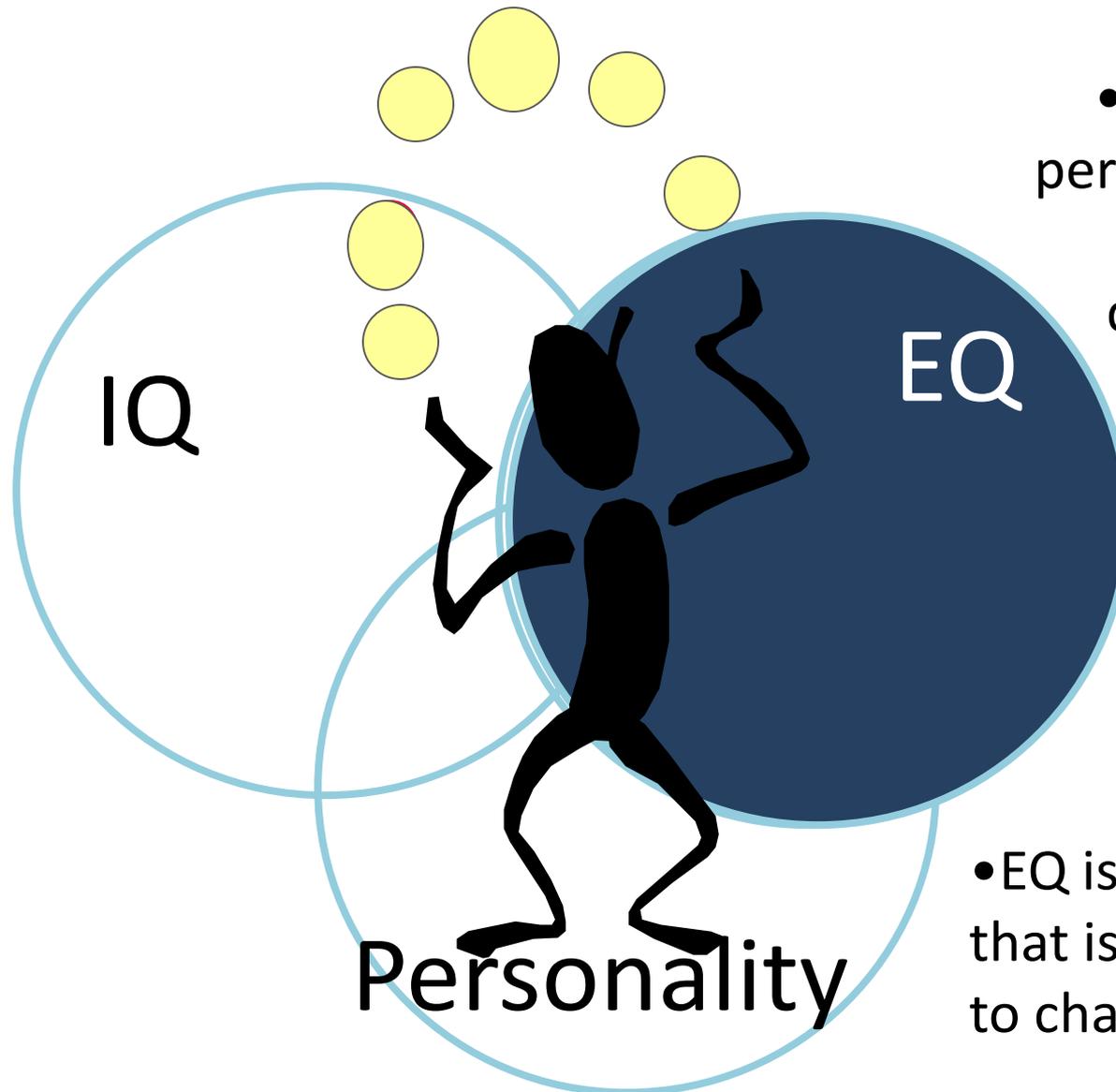
**Soft Skills!**

# The process of skills mastery



*Your emotions: Swallow.....Wallow.....or Follow?*

# Sizing up the whole person



- IQ, EQ and personality are all distinct qualities we possess

- Together they determine how we think and act

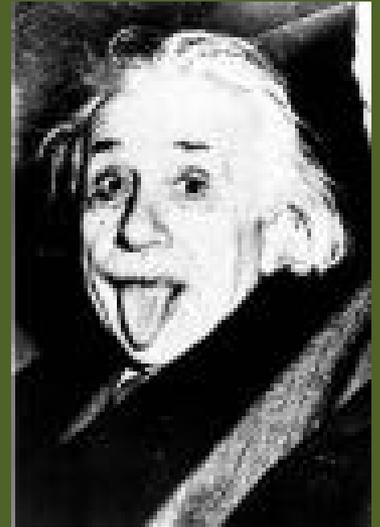
- EQ is the only quality that is flexible and able to change

# What is intelligence?

## Cognitive Intelligence:

the capacity to understand, learn, recall, think rationally, solve problems and apply what one has learned.

**It's important ...but not the whole picture of success**



## Emotional Intelligence:

An array of non-cognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures

# EQ is a genuine ability to



Move forward  
constructively with the  
interests of all at heart

Understand how others  
are feeling

Feel emotions in  
response to others

Understand what you are  
feeling

# The Key Skills of EI

- Accurately perceive the emotions affecting the group

Emotion Management

Internal and External Relationship Management

- The ability to interact with one another in order to respond to difficult challenges
- The ability to use awareness of whole to be flexible and direct behavior in a positive course
- The ability to act effectively as a group across organizational boundaries

**These are the critical skill sets!**

# Let's start with Values



## Checklist for Personal Values

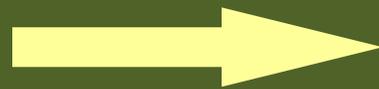
- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Accountability              | <input type="checkbox"/> Fulfillment of Potential | <input type="checkbox"/> Primary Prevention                |
| <input type="checkbox"/> Achievement                 | <input type="checkbox"/> Giving Back              | <input type="checkbox"/> Privacy                           |
| <input type="checkbox"/> Advancement                 | <input type="checkbox"/> Growth                   | <input type="checkbox"/> Public Service                    |
| <input type="checkbox"/> Adventure                   | <input type="checkbox"/> Harmony                  | <input type="checkbox"/> Purity                            |
| <input type="checkbox"/> Affection (Love and Caring) | <input type="checkbox"/> Having a Family          | <input type="checkbox"/> Quality of Life                   |
| <input type="checkbox"/> Altruism                    | <input type="checkbox"/> Health                   | <input type="checkbox"/> Quality of What I Take Part In    |
| <input type="checkbox"/> Arts                        | <input type="checkbox"/> Helping Other            | <input type="checkbox"/> Quality Relationships             |
| <input type="checkbox"/> Authenticity                | <input type="checkbox"/> People                   | <input type="checkbox"/> Racial Harmony                    |
| <input type="checkbox"/> Authority                   | <input type="checkbox"/> Helping Society          | <input type="checkbox"/> Reciprocity                       |
| <input type="checkbox"/> Autonomy                    | <input type="checkbox"/> Honesty                  | <input type="checkbox"/> Recognition (respect from others) |
| <input type="checkbox"/> Beneficence                 | <input type="checkbox"/> Hospitality              | <input type="checkbox"/> Relaxation                        |
| <input type="checkbox"/> Challenging problems        | <input type="checkbox"/> Independence             | <input type="checkbox"/> Religion                          |
| <input type="checkbox"/> Change and Variety          | <input type="checkbox"/> Influencing Others       | <input type="checkbox"/> Reputation                        |
| <input type="checkbox"/> Close Relationships         | <input type="checkbox"/> Inner Harmony            | <input type="checkbox"/> Respect                           |
| <input type="checkbox"/> Community                   | <input type="checkbox"/> Integrity                | <input type="checkbox"/> Respect for Life                  |
| <input type="checkbox"/> Competence                  | <input type="checkbox"/> Intellectual Status      | <input type="checkbox"/> Responsibility and Accountability |
| <input type="checkbox"/> Competition                 | <input type="checkbox"/> Interdependence          | <input type="checkbox"/> Risk Taking                       |
| <input type="checkbox"/> Cooperation                 | <input type="checkbox"/> Involvement              | <input type="checkbox"/> Sacrifice for Greater Good        |
| <input type="checkbox"/> Country                     | <input type="checkbox"/> Job                      | <input type="checkbox"/> Safety                            |
| <input type="checkbox"/> Courage                     | <input type="checkbox"/> Joy                      | <input type="checkbox"/> Science                           |
| <input type="checkbox"/> Craftsmanship               | <input type="checkbox"/> Knowledge                | <input type="checkbox"/> Security                          |
| <input type="checkbox"/> Creativity                  | <input type="checkbox"/> Leadership               | <input type="checkbox"/> Serenity                          |
| <input type="checkbox"/> Cultural Acceptance         | <input type="checkbox"/> Location                 | <input type="checkbox"/> Self-respect                      |
| <input type="checkbox"/> Decisiveness                | <input type="checkbox"/> Love                     | <input type="checkbox"/> Simplicity                        |
| <input type="checkbox"/> Democracy                   | <input type="checkbox"/> Loyalty                  | <input type="checkbox"/> Social Interaction                |
| <input type="checkbox"/> Dignity                     | <input type="checkbox"/> Market Position          | <input type="checkbox"/> Social Justice                    |
| <input type="checkbox"/> Diversity                   | <input type="checkbox"/> Meaningful Work          | <input type="checkbox"/> Sophistication                    |
| <input type="checkbox"/> Duty                        | <input type="checkbox"/> Merit                    | <input type="checkbox"/> Spirituality                      |
| <input type="checkbox"/> Ecological Awareness        | <input type="checkbox"/> Money                    | <input type="checkbox"/> Stability                         |
| <input type="checkbox"/> Economic Security           | <input type="checkbox"/> Nature                   | <input type="checkbox"/> Sublimation of Self               |
| <input type="checkbox"/> Effectiveness               | <input type="checkbox"/> Non-maleficence          | <input type="checkbox"/> Supervising others                |
| <input type="checkbox"/> Efficiency                  | <input type="checkbox"/> Obedience                | <input type="checkbox"/> Teamwork                          |
| <input type="checkbox"/> Environmental Protections   | <input type="checkbox"/> Objectivity              | <input type="checkbox"/> Time Freedom                      |
| <input type="checkbox"/> Equity                      | <input type="checkbox"/> Open and Honest          | <input type="checkbox"/> Tolerance                         |
| <input type="checkbox"/> Equal Opportunity           | <input type="checkbox"/> (being around people     | <input type="checkbox"/> Tranquility                       |
| <input type="checkbox"/> Ethical Practice Excellence | <input type="checkbox"/> who are)                 | <input type="checkbox"/> Truthfulness                      |
| <input type="checkbox"/> Excitement                  | <input type="checkbox"/> Order (tranquility,      | <input type="checkbox"/> Unity                             |
| <input type="checkbox"/> Expertise                   | <input type="checkbox"/> stability, conformity)   | <input type="checkbox"/> Use of Abilities                  |
| <input type="checkbox"/> Fairness                    | <input type="checkbox"/> Peace                    | <input type="checkbox"/> Variety                           |
| <input type="checkbox"/> Faithfulness                | <input type="checkbox"/> Personal                 | <input type="checkbox"/> Wealth                            |
| <input type="checkbox"/> Fame                        | <input type="checkbox"/> Development              | <input type="checkbox"/> Wisdom                            |
| <input type="checkbox"/> Fast Living                 | <input type="checkbox"/> Physical Activity        | <input type="checkbox"/> Women's Place in Society          |
| <input type="checkbox"/> Fast-paced Work             | <input type="checkbox"/> Physical Challenge       | <input type="checkbox"/> Work Under Pressure               |
| <input type="checkbox"/> Financial Gain              | <input type="checkbox"/> Pleasure                 | <input type="checkbox"/> Work With Others                  |
| <input type="checkbox"/> Freedom                     | <input type="checkbox"/> Power and Authority      | <input type="checkbox"/> Working Alone                     |
| <input type="checkbox"/> Friendships                 |   |  |

# Use this handout

# Values exercise

Partner with another Fellow:

10 min each, 20 min total



- A time your values were validated and affirmed
- A time when your values were affronted or violated

- Which was easier to recall?
- People bring their values to work—root cause
- Values, both personal and organizational relate to success leading change

**Let's move on to communication**

# COMMUNICATING THE EQ WAY

**Want to get people to change their behavior? Maybe change how they vote or what they support?**

**Try communicating using EQ strategies**



♦ Start with your Purpose if you want to communicate *purposefully*



Notice the difference when *purpose* is present  
for Mr. E. Daryl Duff

[ht\[#5\] Amazing Grace | Break Time | Michael Jr. - YouTube](https://www.youtube.com/watch?v=oVSTKpJBq-8) From 1:28 to 3:28

<https://www.youtube.com/watch?v=oVSTKpJBq-8>

# The “Cognitively Intelligent” way of Being Persuasive:

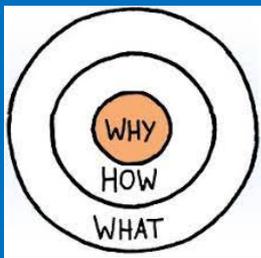


- We make great computers
- They’re beautifully designed, simple to use and user friendly.
- Want to buy one?

What is the equivalent way we “sell” our “products”?

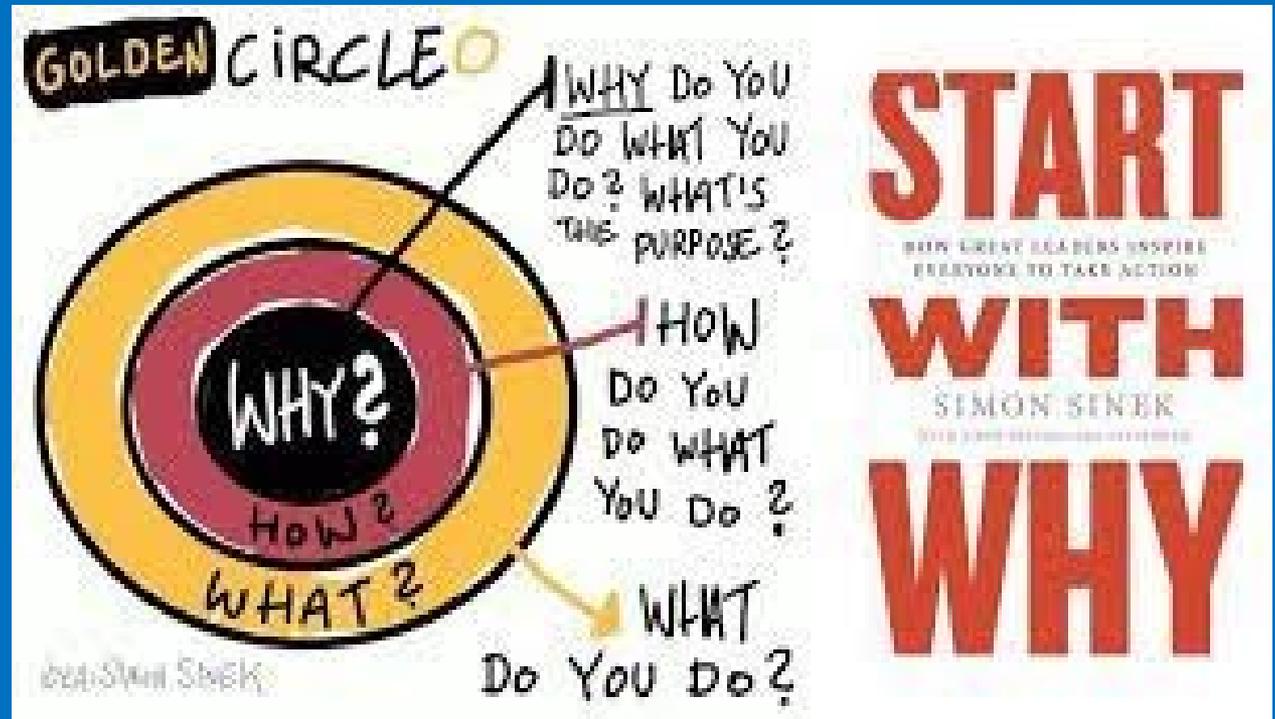


<https://www.youtube.com/watch?v=qp0HIF3SfI4> From 3:15 to 5:00



## The “Emotionally Intelligent” way of Being Persuasive:

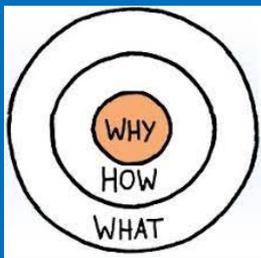
- Everything we do we believe in challenging the status quo.
- We believe in thinking differently.



- The way we challenge the status quo is by making our products beautifully designed, simple to use, and user friendly.

- We just happen to make great computers.

- Want to buy one?



## The “Emotionally Intelligent” way of Being Persuasive:



## What is your “Golden Circle?”

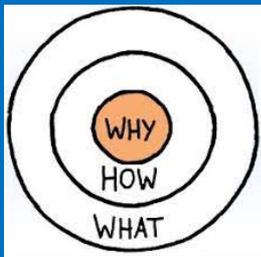
We believe that leaders are needed to challenge and change the status quo to address serious and pressing issues of inequity.

We train leaders by preparing them with sophisticated and nuanced skills for equity-centered leadership

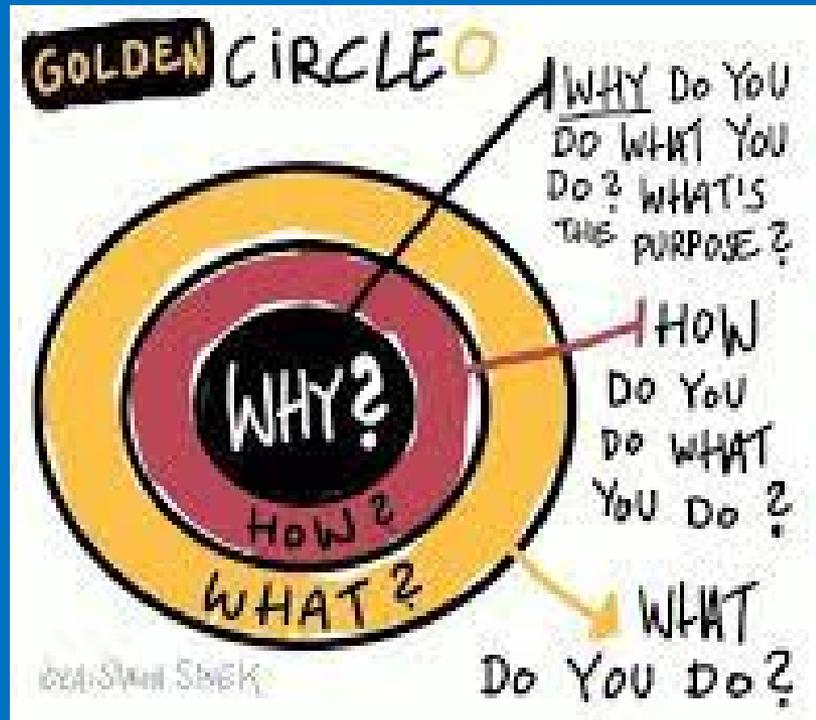
that *they* use to make successful, sustainable and scalable changes in their communities.

We just happen to provide the training in Clinical Scholars.

Want to change the world with us?



IT'S YOUR TURN!



Work in your teams:  
What is your “Golden Circle?”



Need a break? and then:

**Then we'll tackle the tough stuff...**

**Now, let's tackle the tough stuff...**

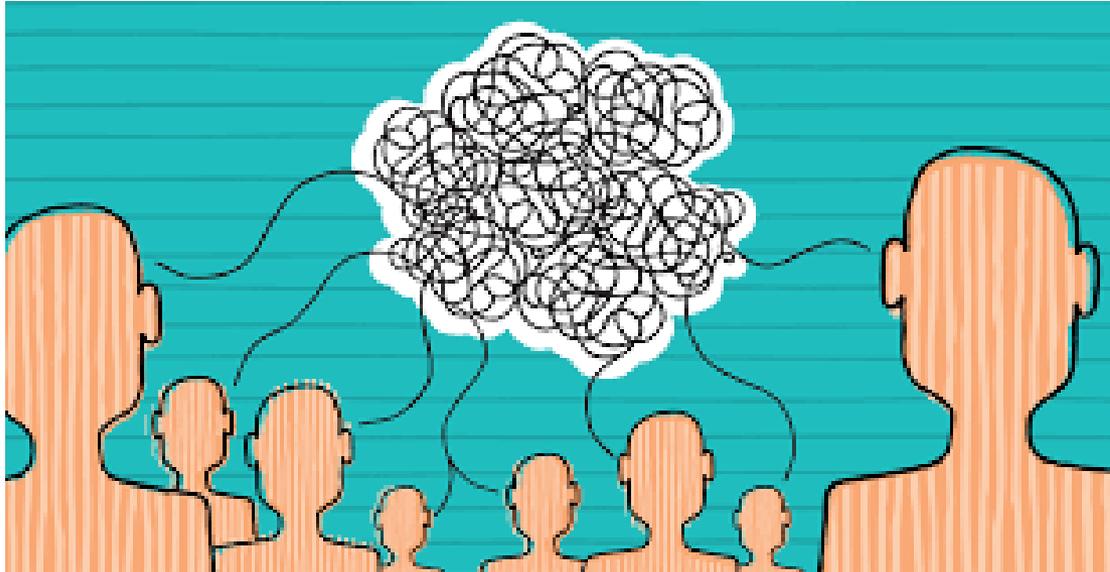
# Too few people live together in Harmony...



It *is* true...Harmony is quite under-populated.

But maybe that's because we over-rely on the hard skills

# Cultivating Harmony



*"How do you talk to people when we can't even agree on the facts?"*



Harmony can be a hard place to get to these days



# NOT ALL COMMUNICATION TACTICS ARE “FAIR” ONES

*“Guerrilla” communication tactics have a long history of use to manipulate others*

- Promoting false “facts” and “fake news” in order to get the story noticed
- Attacking opponents with unfounded—and unrelated—claims in order to do collateral damage
- Promoting sensational and inaccurate information to create distraction

# Reputational attacks can be as close as where you shop for food



Next time you go shopping look around...

We were caught off guard by a soup can—with a reputational attack stuck right on the label.



Photo © Corbis Outlines



# You Wouldn't Let Your Child Smoke.

Like smoking, eating meat increases the risk of heart disease and cancer.

**Go vegan!** PETA

PETA has a long and famous history of using “guerrilla” communication tactics

Disseminating pseudoscience

Promoting spurious science with unfounded claims and conclusions that are not supported

Creating fear to influence behaviors unrelated to truth, science or fact

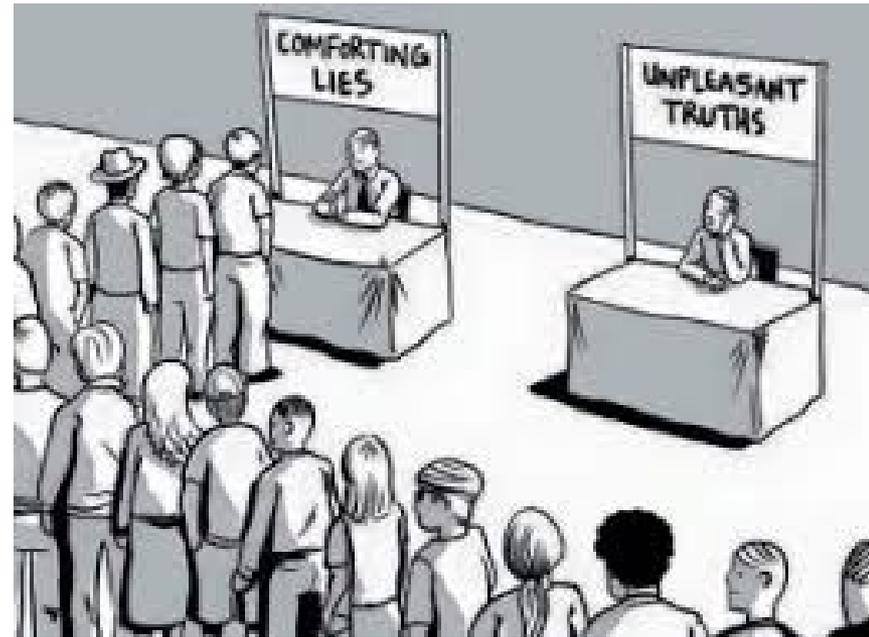
Advocating destructiveness and violence against those who are assumed to be “part of the system”: businesses, individuals and groups.



**Collateral damage is the goal**

# *Cognitive Dissonance*

A known phenomena in which people choose to see the world in a way that supports their beliefs.



When we express a belief, value, or attitude, we will behave in manner that will maintain consistency with the expression so as to eliminate or reduce tension caused by cognitive dissonance.



AI skills can help you escape!

## Ashley Vanderbilt had to escape Tik Tok and YouTube Conspiracy QAnon World



How a South Carolina mom left QAnon behind

04:44

## She was stunned by Biden's inauguration. How this South Carolina mom escaped QAnon

Story by [Donie O'Sullivan](#)

Video by [Zach Wasser](#) and [Richa Naik](#)

Updated 10:45 AM ET, Wed February 3, 2021

<https://www.cnn.com/2021/02/03/tech/qanon-mom-former-believer/index.html>

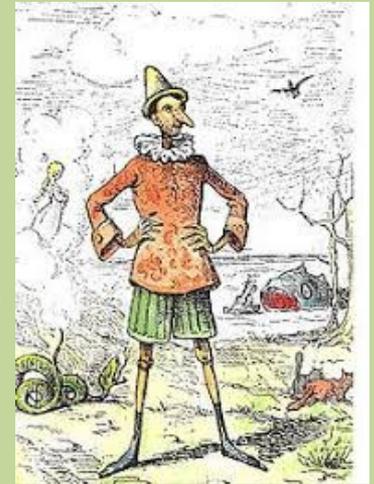
# *Expressive Responding*



A more recently documented phenomena in which people are

willing to champion obvious fabrications in order to support their beliefs

Facts, data, logic, and reason do not make a difference when people are knowingly willing to champion a lie. It's not about the truth. It's about the point they are trying to make.



Research surveys started to document this problem in early 2017.

Please look at the following two photos: Photo A and Photo B.



Which photo matches which inauguration?

No surprise, people choose to align the photo with their partisan beliefs. People believe what they want to believe.

Please look at the following two photos: Photo A and Photo B.

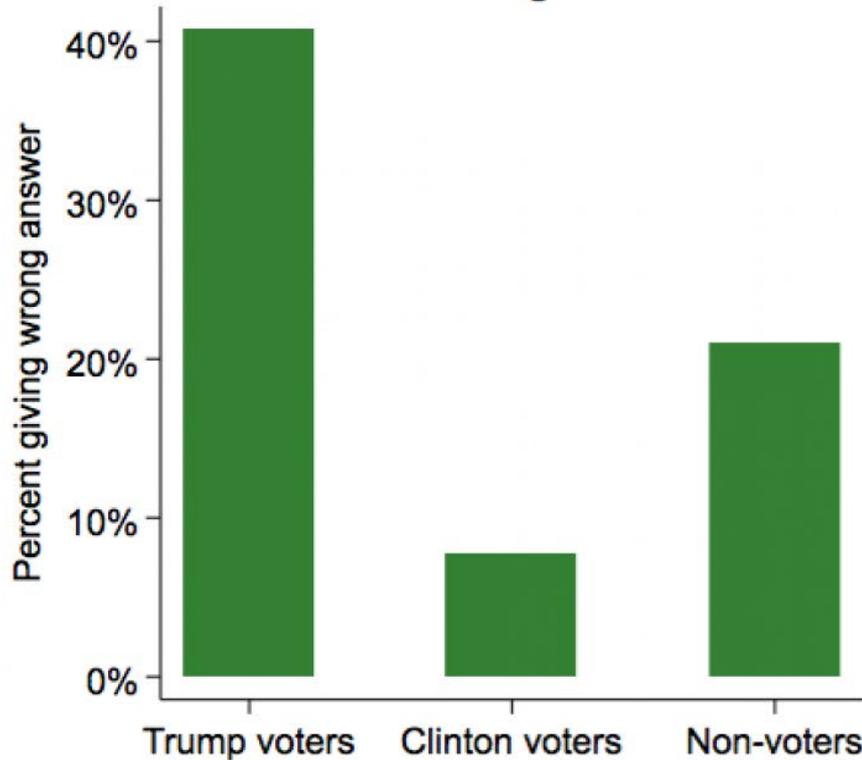


Which photo has more people?

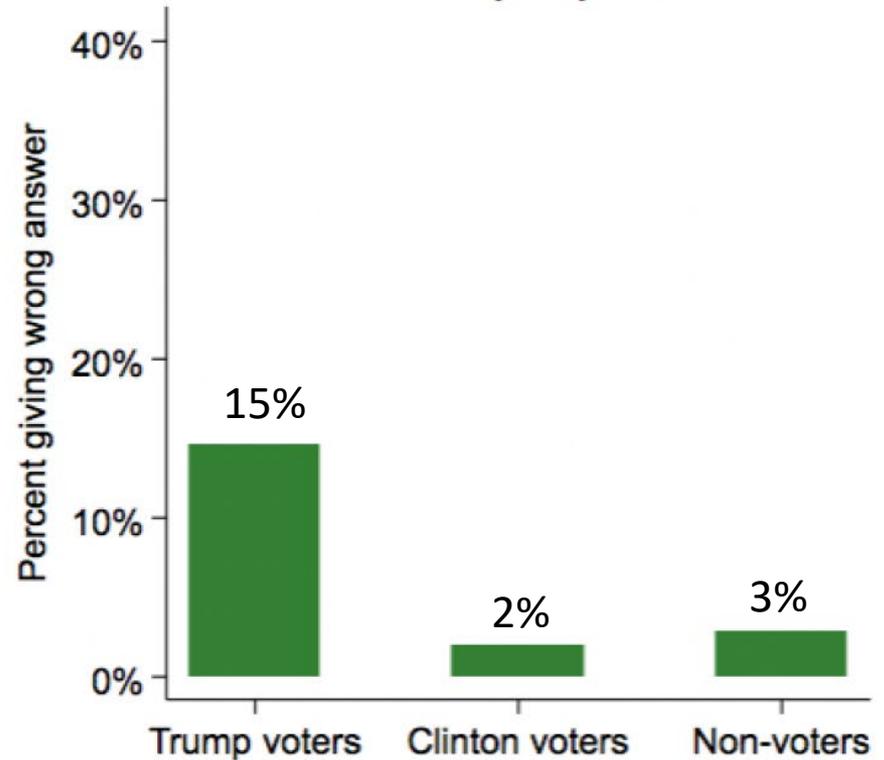
Photo A has more people

Photo B has more people

### Which photo is from which inauguration?



### Which photo has more people?



Results from YouGov survey of 1,388 respondents fielded 1/22 - 1/23/2017. Weighted to be representative of American adults.

# 2-day survey of a representative sample of 1,388 American adults

By Brian Schaffner and Samantha Luks, Jan 26, 2017, The Washington Post

**So... you will be leading in times of**  
**Guerrilla Communication Tactics**  
**Cognitive Dissonance**  
**Expressive Responding**

*As well as:*

- **Mis-information**  
*and*
- **Dis-information**





# Types of false information

Disinformation

Deliberate lie to mislead



Misinformation

Honest mistake

# Misinformation:

An honest mistake



## Misinformation “Honest mistake”

Saturday January 13<sup>th</sup>, 2018 an alert about an incoming missile was sent via cellphone alert in Hawaii—but was sent in error. Widespread panic lasted for 38 minutes while the Hawaii Emergency Management Agency figured out the error that had happened

# Types of false information

## Disinformation

Deliberate lie to mislead



**HOAX!**

## Misinformation

Honest mistake

*Hoax: "a deliberately fabricated falsehood made to masquerade as truth"*

# Disinformation:

## Deliberate lie to mislead

**SPEED UP YOUR TWITTER MARKETING CAMPAIGN**  
100% INSTANT MONEY BACK GUARANTEE. NO PASSWORD REQUIRED.

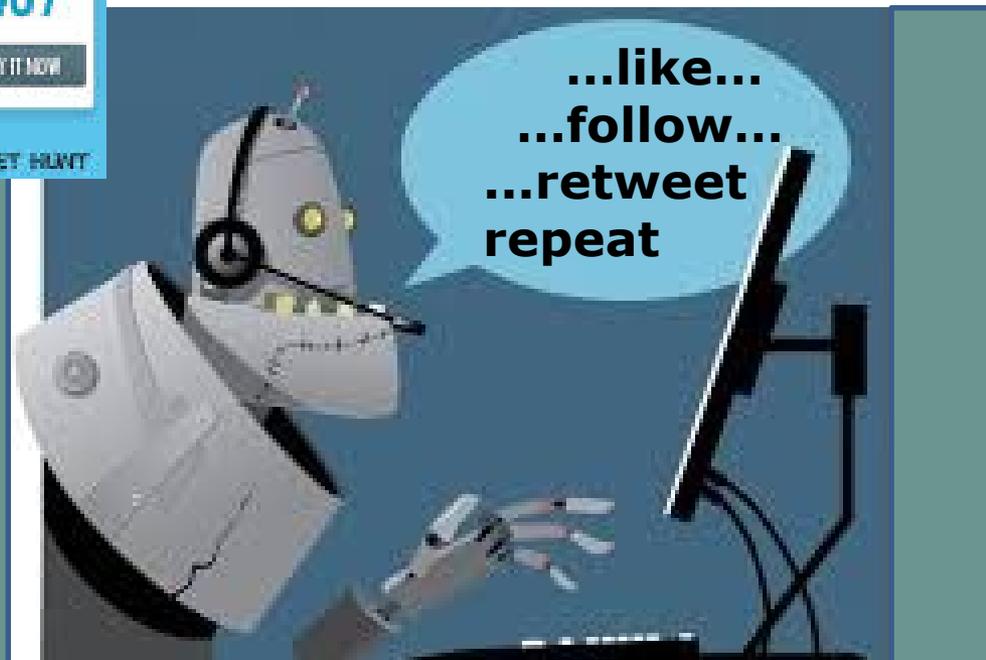
|  |   |   |   |   |
|--|---|---|---|---|
| <b>10000</b><br>FOLLOWERS<br><b>\$97</b><br>TRY IT NOW | <b>5000</b><br>FOLLOWERS<br><b>\$67</b><br>TRY IT NOW | <b>1000</b><br>FOLLOWERS<br><b>\$17</b><br>TRY IT NOW | <b>25000</b><br>FOLLOWERS<br><b>\$227</b><br>TRY IT NOW | <b>50000</b><br>FOLLOWERS<br><b>\$467</b><br>TRY IT NOW |
|--|---|---|---|---|

ON SECRET HUNT

Devumi was selling bots which would endlessly like and re-tweet you to make you look like you were a social media influencer!

In a huge Twitter purge following a 2018 NYT article, newscasters, politicians and actors lost millions of fake followers.

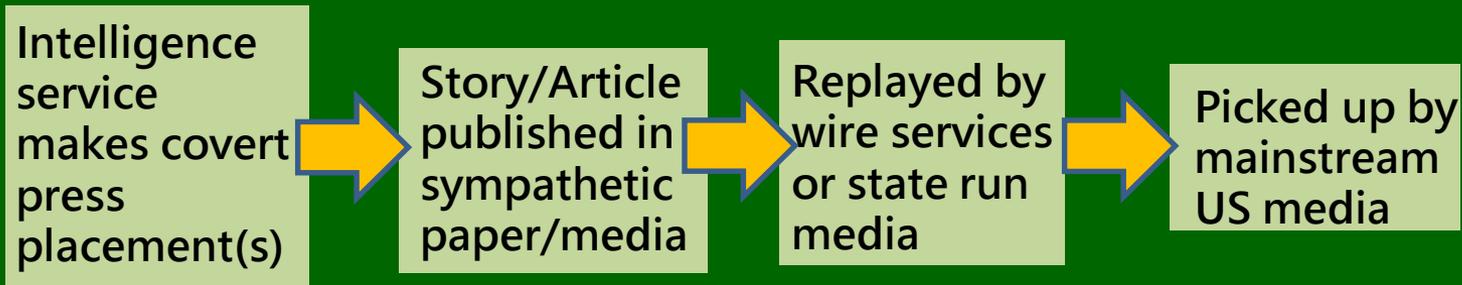
60 million automated accounts roam the world's largest social media platforms



# Leading in times of “Disinformation:”

Is a translation of the Russian дезинформация, transliterated as *dezinformatsiya*, started in 1923

## How Disinformation Can Be Spread



- Agents of influence
- Trusted contacts
- Sympathetic journalists



Yevgeny Primakov  
Head of Russia Foreign Intelligence 1992

Operation *INFEKTION* (1985) was a widespread Soviet attempt to influence world opinion to believe that the United States invented AIDS

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*Ready or not..*



*dezinformatsiya hits  
you close to home..*

*And a bit too close  
for comfort!*

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# *This affects your health...*

***Russia Today: GMO mosquitoes could be cause of Zika outbreak, critics say***

30 Jan, 2016 17:12 /

“The latest contagious viral outbreak freaking out the globe, particularly women worried about birth defects, may have been caused by the presence of genetically-modified mosquitoes (GMMs) in Brazil, contend critics



of the superbugs... With international health experts convening in Geneva to discuss possible cures for the Zika virus, questions are being raised as to whether they are actually to blame.

While this Jurassic Park-type scenario could have been accidental, the recent UK TV series "*Utopia*" suggests it could be a deliberate plan to reduce the global population.”

***Make no mistake... this is disinformation and propaganda at its best***



# *This affects food systems & agriculture*



Russia is funding online articles that question the safety of genetically modified crops and biotechnology in an effort to hurt U.S. agricultural interests and sow public divisions, according to Iowa State University researchers.



The researchers said that if Moscow was able to turn U.S. public opinion against genetically modified organisms (GMOs), it could

hurt the U.S. agricultural industry, which relies heavily on genetically engineered crops, the Des Moines Register [reports](#).



Research by Dr. Carolyn Lawrence-Dill (FSLI Cohort 13) led to the discovery of Russian-based online and news-media infiltration to disrupt confidence in the US food system.

<https://thehill.com/policy/energy-environment/375655-russia-trying-to-sway-us-opinion-on-gmos-researchers-say>

<https://www.desmoinesregister.com/story/money/agriculture/2018/02/25/russia-seeks-influence-usa-opinion-gmos-iowa-state-research/308338002/>

# *“Dezinformatsiya” success at Mizzou in 2015*



**After a series of events (starting in 2010) inflamed racial tensions at the University of Missouri, Russian bots targeted the university with the aim to stoke fear and anger and damage the institution.**

Fake tweets and false information inflamed and augmented real protests, which quickly garnered national news coverage



Student protests, a hunger strike, a football team strike and other activism were a part of the protests.

<http://www.newsweek.com/russian-meddling-university-missouri-protests-808153>



## 2015 “Dezinformatsiya” success at Mizzou



“The cops are marching with the KKK! They beat up my little brother! Watch out!” the tweet said. It included a picture of a black child with a severely bruised face.



Student body president Payton Head posted on FB: “KKK members were confirmed on campus.” having been misled and not understanding the tweet was fake.

National news networks halted coverage to revert to local camera feeds in search of violence, and news anchors read tweets that claimed there were shootings, stabbings and cross burnings.

Freshman enrollment  35% in the following 2 years

# Destabilization is now a global game

Ultra-MAGA 'Hot Babe' who claimed Obama is a  
Illuminati lizard turns out to be a Chinese spy

Raw Story -

By Sarah K. Burris, November 1, 2022

"The disclosure by Twitter adds to what is known about China-based efforts to influence American audiences by mimicking the strategies Russia-based operatives used to stoke cultural and political tensions during the 2016 election," said the *Post*. "In September, Meta announced it had disrupted a China-based operation seeking to influence U.S. politics. The U.S. government also has issued [warnings](#) about Chinese influence efforts, as have a spate of reports from cybersecurity firms including Google's Mandiant, Recorded Future and Alethea Group."

**IRAN**  
**CHINA**  
**RUSSIA**



[www.rawstory.com/maga-republican-uncovered-chinese-spy/](http://www.rawstory.com/maga-republican-uncovered-chinese-spy/)

By [Naomi Nix](#); [Jeremy B. Merrill](#) & [Joseph Menn](#) in The Washington Post

# *Lies spread further & faster than truth*

To understand how false news spreads, Vosoughi *et al.* used a data set of rumor cascades on Twitter from 2006 to 2017. About 126,000 rumors were spread by ~3 million people.



**1000- 100,000  
people**



**1000  
people**

*The degree of novelty and the emotional reactions of recipients may be responsible for the differences observed.*



# *“Dezinformatsiya” will target you*

## **The next expected wave:**

You will receive tweets, emails, FB posts and other social media connections from people you know and respect

Your Chancellor. Your Dean. Your friend. A star athlete. Your student body president. A family member. Maybe me!

You will be called to act—on highly inflammatory information. Fake information. You won't be able to tell it's fake.

The systems have already been infiltrated that convey who you trust. The new social media will target you from your trusted “in group”, and will seek to manipulate you... and every student on your campus or person in your worksite.

We need to identify the apples of discord disguised as precious prizes and refuse to participate in the competition meant to divide us.



Eris, Greek goddess of strife, tossed the ancient apple of discord towards Hera, Athena, and Aphrodite.

The apple, meant for the fairest goddess, fueled a dispute over vanity that resulted, eventually, in the Trojan War.

We are now living *The Illiad*.

“The Illiad”

--Tess Taylor 2018



Russia's trying to toss us an apple of discord. We mustn't bite.

By Tess Taylor, CNN 2.20.18



"The bots focus on anything that is divisive for Americans. Almost systematically."

-- Jonathon Morgan, CEO New Knowledge, in the NYT

"These Russian bots are bottom feeders meant to prey on American hate. Where we argue, they amplify. It hardly matters whether we fight about systemic misogyny or racism or a football player or a congressional memo -- a foreign power wants us hurt, baffled, confused, ready to insult and be insulted."



By 1.20.21 even Parler had found a new home—with the help of a Russian tech company.\*

<https://www.cnn.com/2018/02/20/opinions/russia-mueller-bots-divisions-odyssey-tess-taylor-opinion/index.html>

\*usnews.com/news/top-news/articles/2021-01-18/parler-partially-reappears-with-support-from-russian-technology-firm 1.19.21



This is  
real  
warfare

—  
***It's  
tech-  
warfare***

“The American project falters most when we allow ourselves to hate or fear one another, when we allow ourselves to act out of prejudice, anxiety and distrust.”

“...create discord and chaos amidst us, and then, they attack us from within by spreading misinformation we take into our own homes and lives each day through our smartphones. They want us distrustful and ambivalent, confused and full of hate.”

# You need an Enterprise Risk Management Strategy:

- Your organization has fire drills, tornado drills, maybe even active shooter drills
- Institutions need "Hate-attack" drills as well
- Create "Peace-Reactions" to counter attacks
- Prepare staff, students, stakeholders



We need to teach people to stop, reflect, think, pause, consider...

The only way to defeat hate is with love and respect. We must change the culture of our campuses & communities to respect and embrace one another.

## Let's talk this out: 20 min

- In groups of 4: Self Select Groups
- A Groups: discuss how these “apples of discord” and “devices of deception” affect your organization & leadership life
- B Groups: discuss how to support faculty and staff morale during difficult times

# What edge does EQ confer?



job success predicted

IQ → 6%

EQ → 27-45%\*

*Daniel Goleman estimates that 67% of the competencies needed for leadership are EQ ones*

Having a high IQ and underdeveloped EQ can hold an otherwise smart professional back

\*The EQ Edge (2006) by Steven Stein and Howard Book

# Emotional Intelligence Changes as YOU do!



## The real trick:

Understand your EI skills, keep an eye on them, and use them to your benefit

## It takes practice:

- Pick one area to focus on and give it 3-6 months of time to nurture change
- Create a plan that incorporates specific actions into your routine (reflection, listening, journaling)
- Commit to someone else that you are making this a goal
- Plan ahead when you face discomfort and when it sneaks up on you pause, maybe even for weeks if necessary, before acting

# What can you do with your feedback?

- Development and improvement is possible at every stage



Because you don't  
have to be sick to get  
better...

