



# 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?

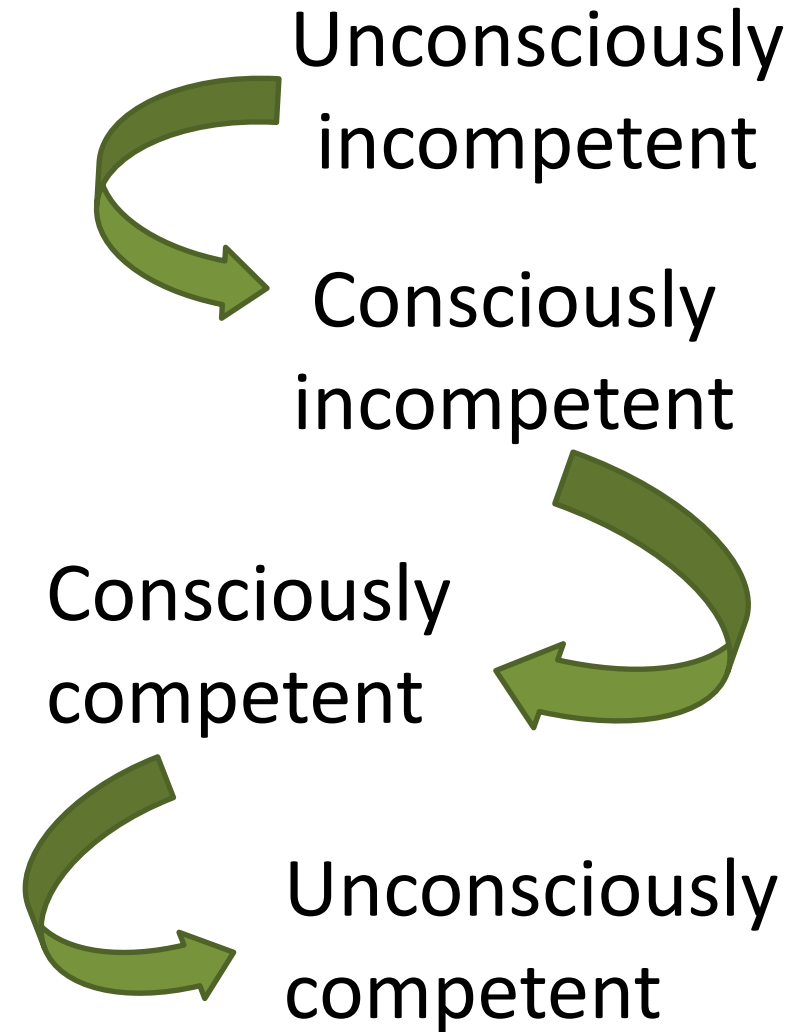
**Because leadership is about:**

- **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?*

# EQ and Resilience



*You are not a candle*



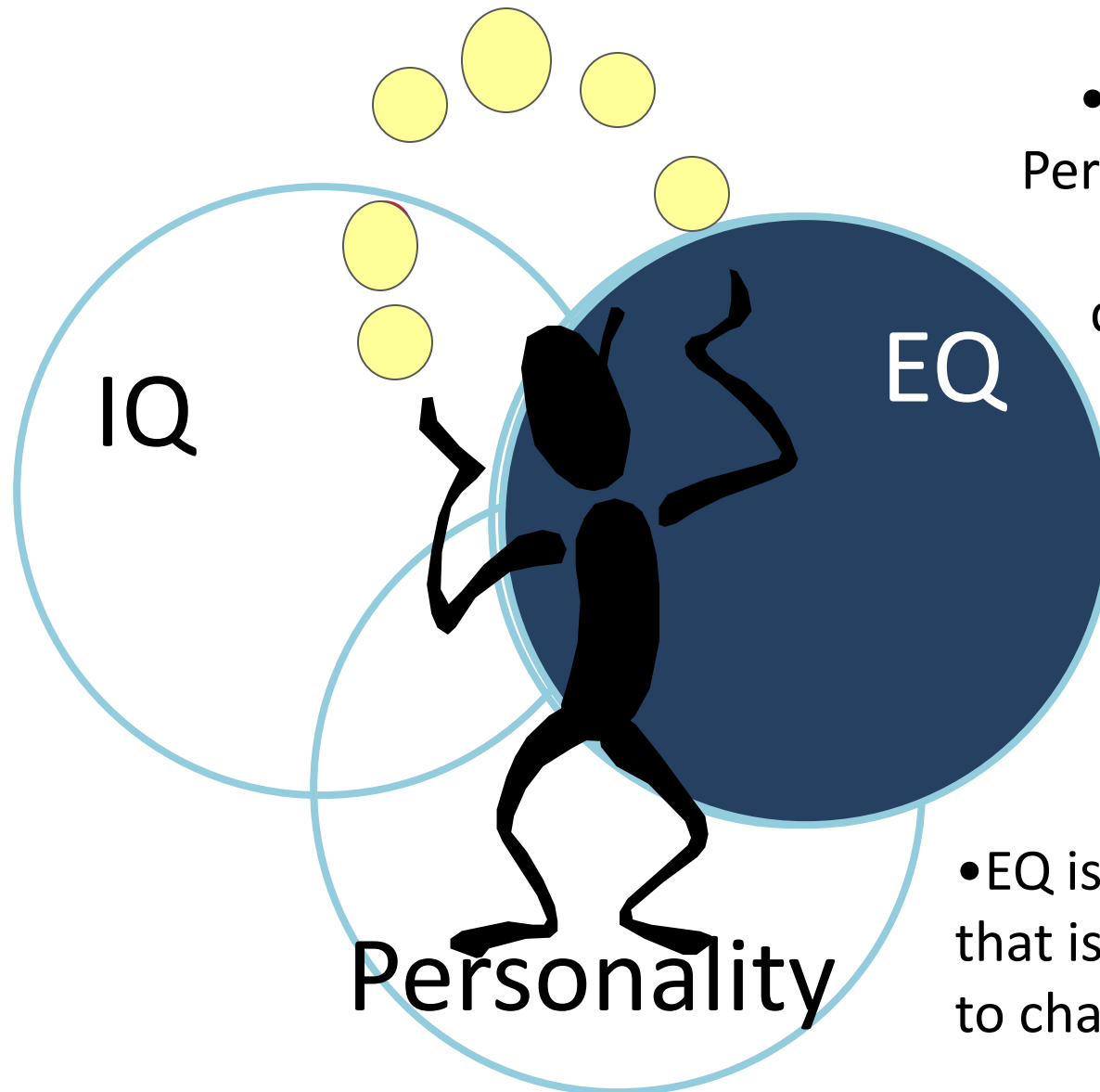
*You are a bonfire*

*There is a difference between emotional intelligence and emotional reasoning. It is an intellectual fallacy “to always trust your feelings”.*

*There is nothing either good or bad but thinking makes it so...”*

*--Shakespeare*

# 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

# Aren't smart people successful people?

## Yes, but...not universally



People are hired for their technical knowledge, intelligence, and other related factors



People derail in their careers over relationship issues—over issues of being unable to understand others, communicate with them, build bridges and alliances



So there seems to be something else at play here...

# 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

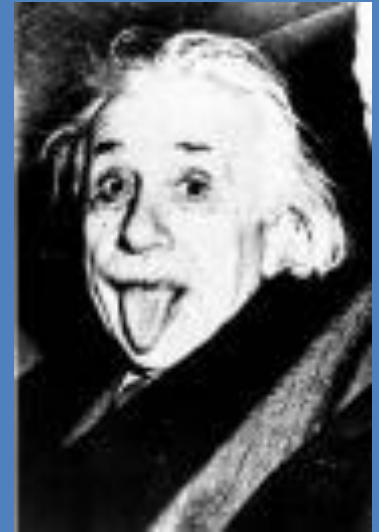
\*The EQ Edge (2006) by Steven Stein and Howard Book

# 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

Understand what you are  
feeling

Feel emotions in  
response to others

# 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-malefeasance         | <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

# Values exercise

## Reflecting on that Experience:

- Which was easier to recall?
  - Values upheld or affronted?
- 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](#) From 1:28 to 3:28

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

# The “Cognitively Intelligent” way of Being Persuasive:



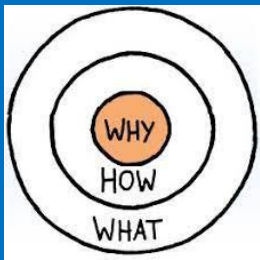
- We make great computers
- They’re beautifully designed, simple to use and user friendly.
- Want to buy one?

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



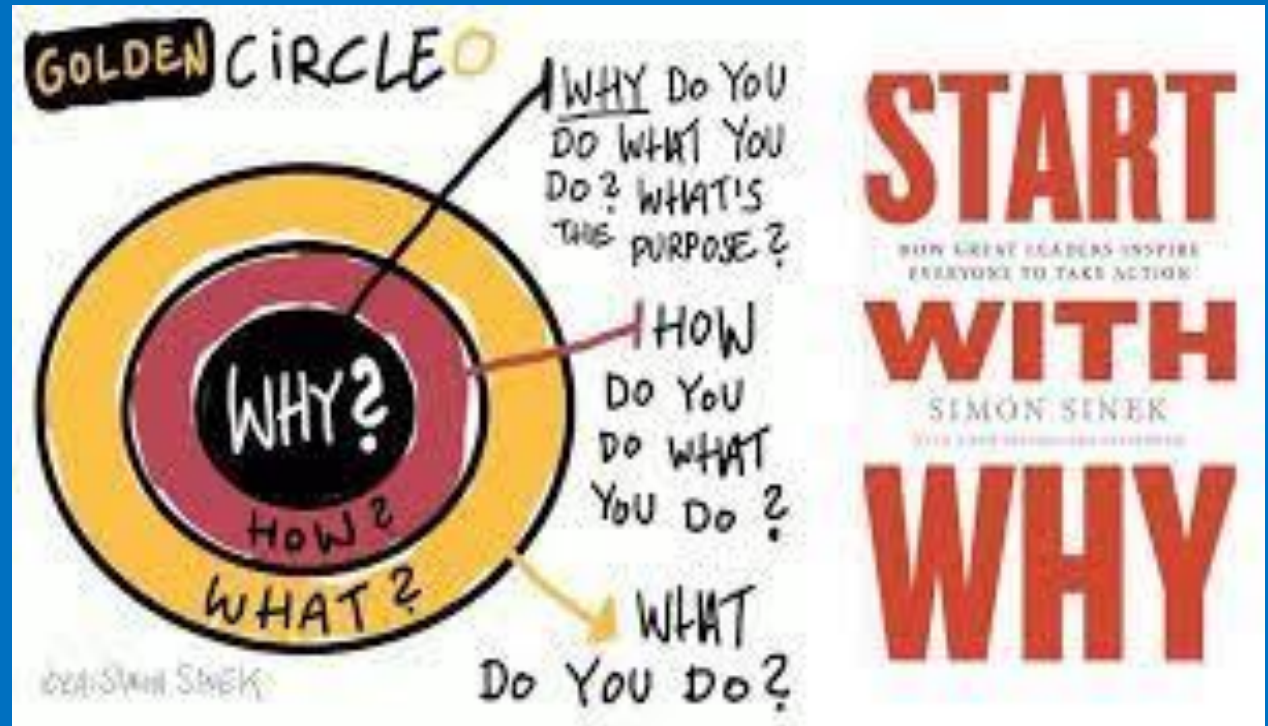


<https://www.youtube.com/watch?v=qp0HIF3Sfl4> From 3:15 to 5:00



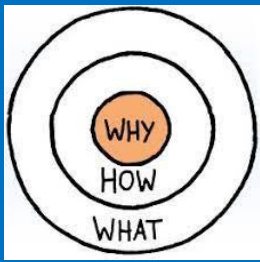
## The “Emotionally Intelligent” way of Being Persuasive:

- 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?”

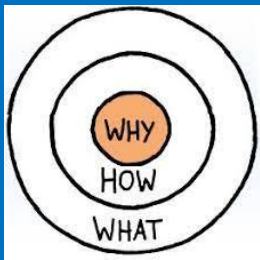
We believe that leaders are needed to challenge and change the status quo to address serious and pressing issues of inequity.

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...**

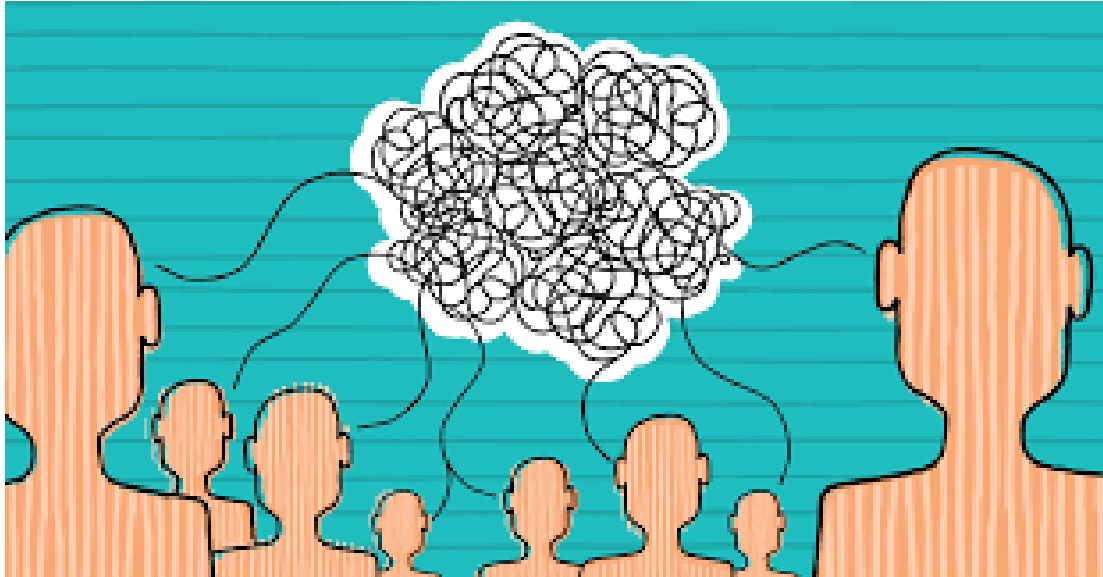
# Too few people live together in Harmony...



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



**You will be leading in times of**  
**Guerrilla Communication Tactics**  
**Cognitive Dissonance**  
**Expressive Responding**  
**Populist Manipulation**

*As well as:*

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



# 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.

RICHARD PAUL AND LINDA ELDER



THE THINKER'S GUIDE TO  
**FALLACIES**



*The Art of Mental Trickery  
and Manipulation*

THINKER'S GUIDE LIBRARY

There are manuals  
to help you **counter**  
common the  
communication  
tools that produce  
and promote hate

Populist  
Manipulation  
Tools



# 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.

# *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.

# *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.

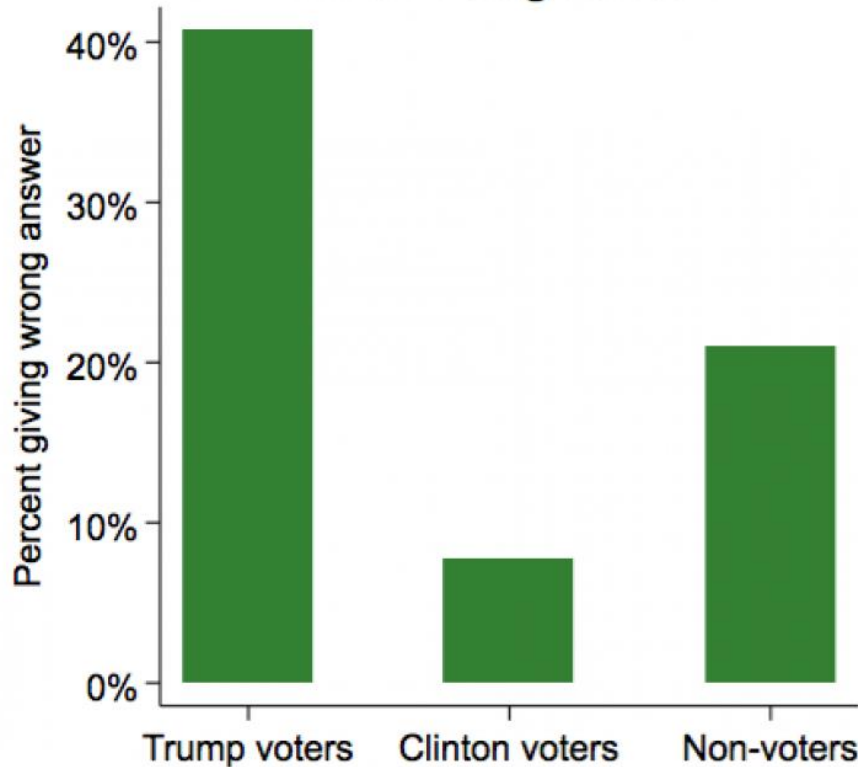


Which photo has more people?

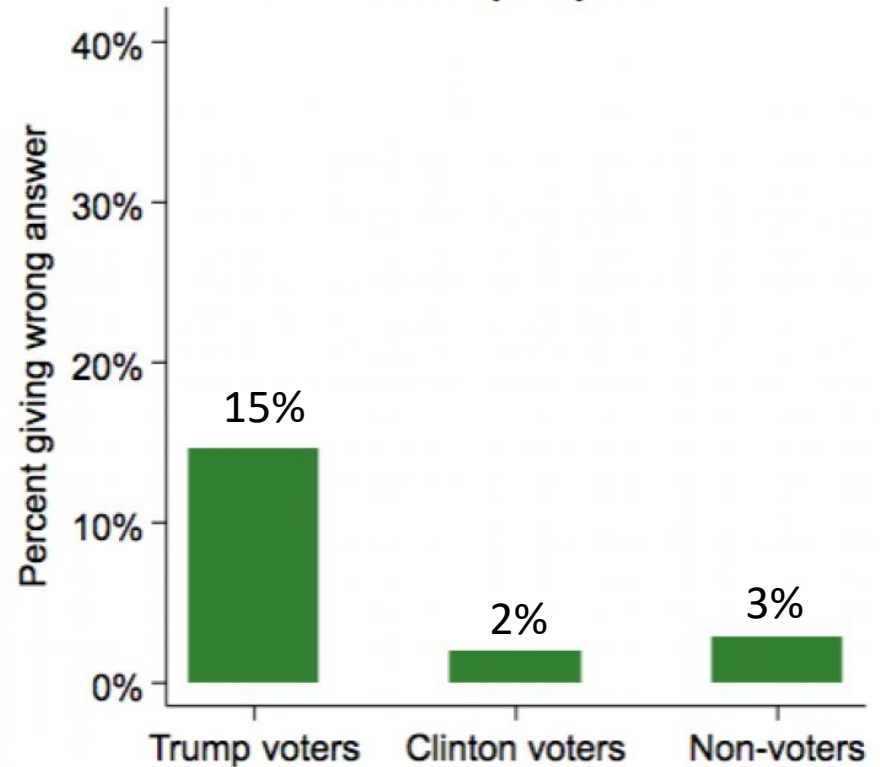
Photo A has more people

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

# 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.

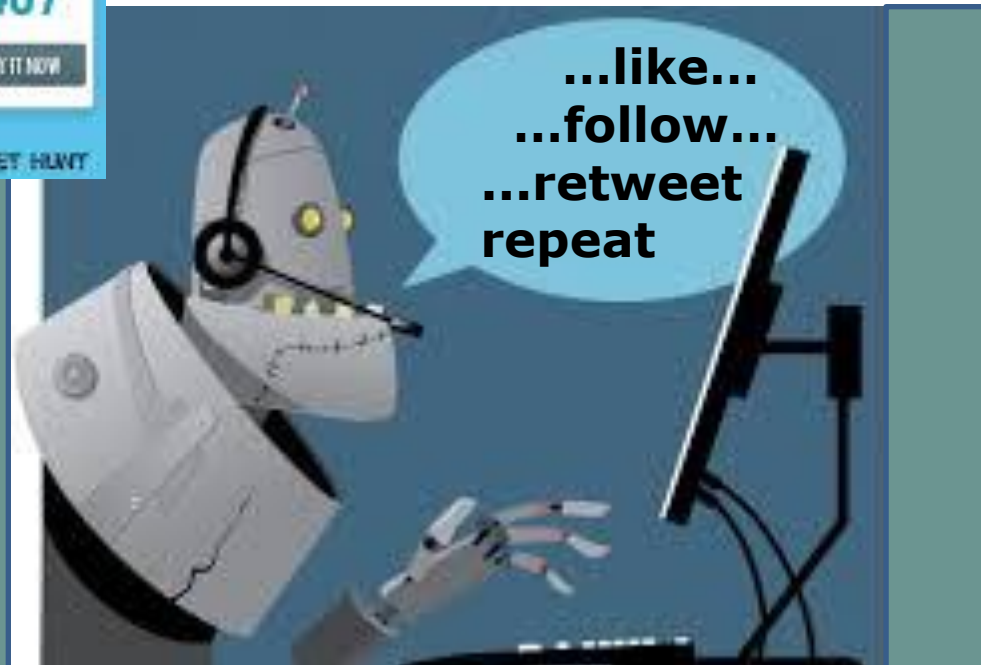
<b>10000</b> FOLLOWERS <b>\$97</b> TRY IT NOW	<b>5000</b> FOLLOWERS <b>\$67</b> TRY IT NOW	<b>1000</b> FOLLOWERS <b>\$17</b> TRY IT NOW	<b>25000</b> FOLLOWERS <b>\$227</b> TRY IT NOW	<b>50000</b> FOLLOWERS <b>\$467</b> TRY IT NOW
--------------------------------------------------------	-------------------------------------------------------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

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.

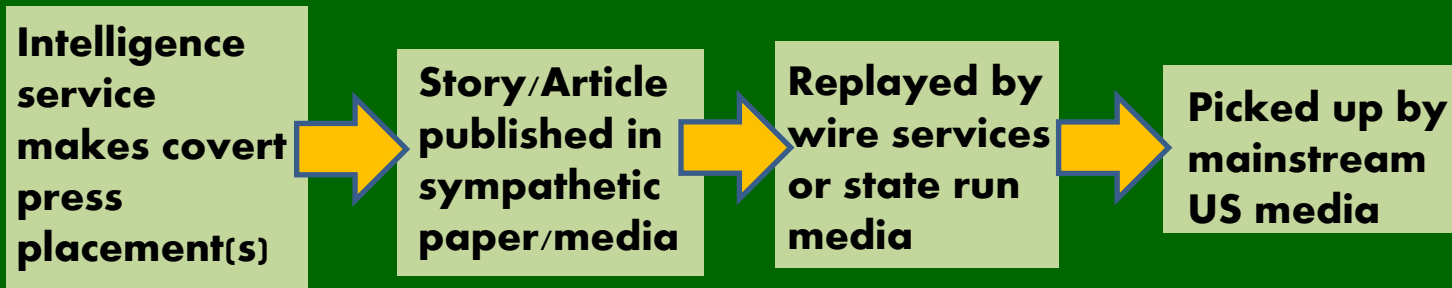
60 million automated accounts roam the world's largest social media platforms



# 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



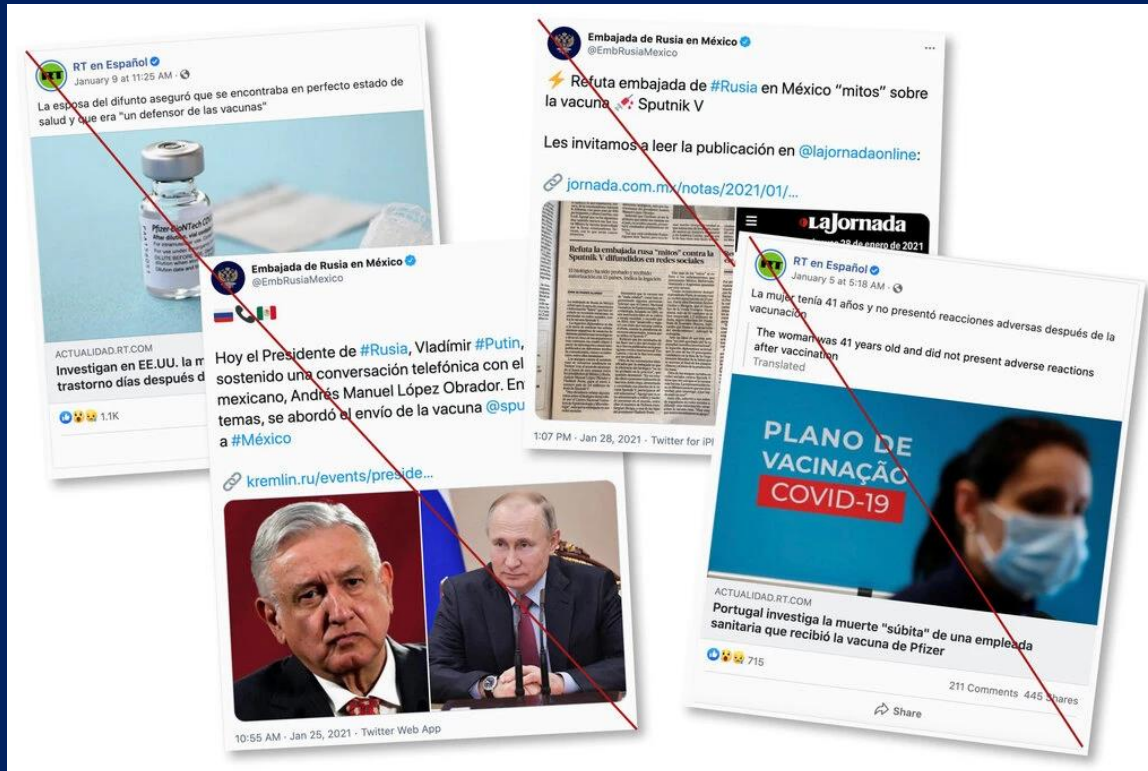
of the superbugs... With international health experts convening in Geneva to discuss possible cures for the Zika virus, questions are being raised as to whether they are actually to blame.

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***

# Coronavirus Vaccine Dezinformatsiya: *Russian Campaign Promotes Homegrown Vaccine and Undercuts Rivals*

Russian news outlets with connections to the Kremlin ran disingenuous Spanish-language stories targeting vaccines made in the United States and Europe, researchers said



Screenshots from Russia Today's Spanish language Facebook account and the official Twitter account of the Russian Embassy in Mexico City.

[www.nytimes.com/2021/02/05/technology/russia-covid-vaccine-disinformation.html?campaign\\_id=2&emc=edit\\_th\\_20210206&instance\\_id=26843&nl=todaysheadlines&regi\\_id=51343043&segment\\_id=51126&user\\_id=0dccdd3ea403944cc098a2003454dc74](http://www.nytimes.com/2021/02/05/technology/russia-covid-vaccine-disinformation.html?campaign_id=2&emc=edit_th_20210206&instance_id=26843&nl=todaysheadlines&regi_id=51343043&segment_id=51126&user_id=0dccdd3ea403944cc098a2003454dc74)

# *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



# FSLI CASE STUDY

## February 2019

EMOTIONAL INTELLIGENCE: A SAGA

# August 21, 2017:

- ▶ Chancellor Carol Folt issued a message urging students not to attend the rally scheduled for the next day, "considering the potential for a highly charged atmosphere and the very real possibility for confrontation with outside groups." The rally was "being organized by groups not associated with the university... If we had the ability to immediately move the statue we would."



- ▶ August 30, 2017: Silent Sam is hit with a mixture of blood and red paint (again)

Maya Little: *"This statue, Silent Sam, was built on white supremacy. It was built by white supremacists.... These statues symbolize the violence toward Black people. Without that blood on the statue, it's incomplete, in my opinion. It's not properly contextualized."*

# Silent Sam falls

## August 20, 2018

# Silent Sam falls

On the night of August 20, 2018, the day before the 2018–19 school year began, another "Remove *Silent Sam*" rally was held, beginning with speakers at 7 p.m. The protest had been billed as a rally in support of graduate student Maya Little, whose original court appearance for defacing the monument was scheduled for that day. Protestors marched down and briefly blocked Franklin Street, Chapel Hill's main downtown street. In contrast with the 2017 rally, police stayed in the background, and video of the protest was reported as showing police moving away from the monument shortly before protesters pulled it down."





# The official response:

The morning after the topping, UNC issued a statement on Twitter which read:



"Last night's actions were unlawful and dangerous, and we are very fortunate that no one was injured. The police are investigating the vandalism and assessing the full extent of the damage".

A later statement from Chancellor Folt, UNC President Margaret Spellings, and other university leaders said:



"Last night's rally was unlike any previous event on our campus. This protest was carried out in a highly organized manner and included a number of people unaffiliated with the University. While we respect that protesters have the right to demonstrate, they do not have the right to damage state property."

# School level response

SPH Dean Barbara Rimer writes to the school community:

- ❑ Citing a dissertation *Black Freedom and the University of North Carolina, 1793-1960*, by John K. Chapman (2006),
- ❑ Extensively discussing the hurt and impact on health resulting from inequity



“Sam was a relic of another time, a time most of us want to see behind us. **Sam divided us, made us less than whole. Now, it is time to move forward, to reconcile the past and the present, the advocates for and against, past the hatred, bigotry and inequities that dominated the early twentieth century, and, sadly, continue. It is time for reconciliation. What now?”** ...We have a choice now. We can walk forward along the road to the future together, based on a commitment to equity in all domains, justice, diversity and inclusion, or dwell in the past..... I’d far rather dwell in the future. But first, we should talk.”

# And then there was that plinth...

Fall 2018



**Carol Folt, President  
University of Southern  
California as of July 1, 2019**



January 2019



## Let's talk this out: 20 min

- In groups of ~4: Self Select Groups
- How can you create an “enterprise management strategy” to navigate during such difficult times?
- Or discuss how to support faculty and staff morale during difficult times.

# Emotional Intelligence is a Muscle

- Development and improvement is possible at every stage



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



# 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