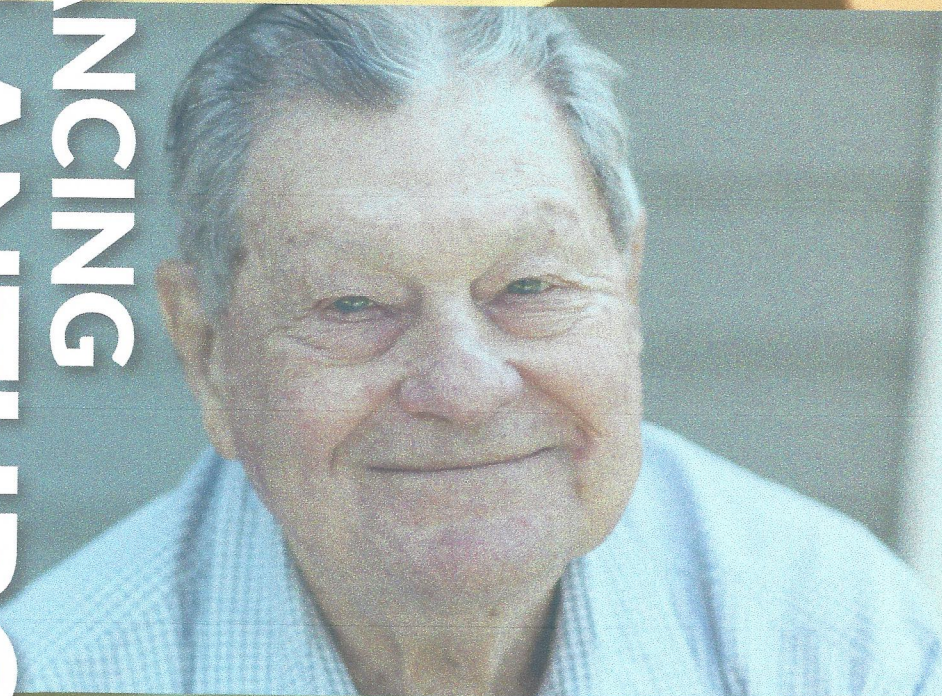
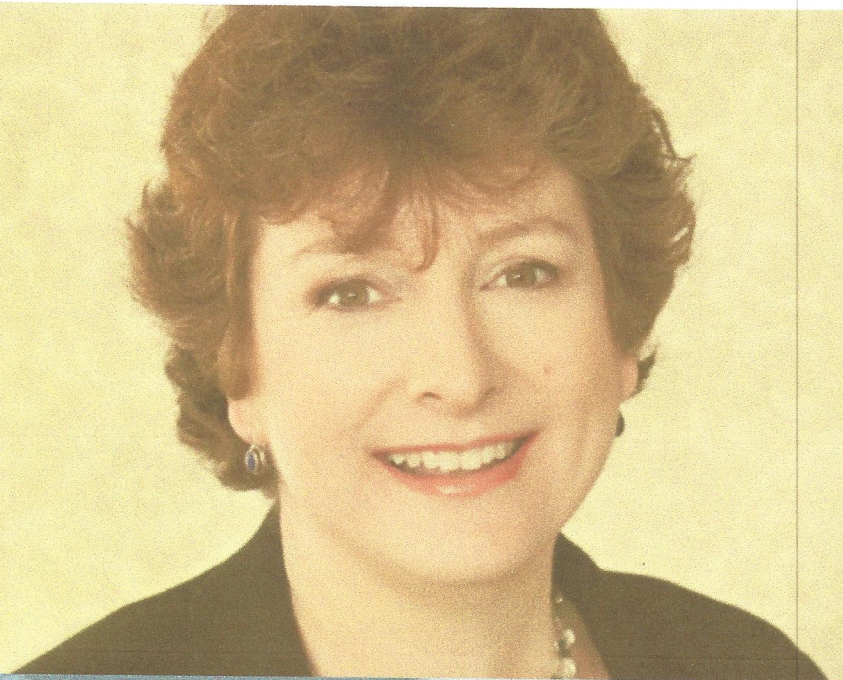




JULY 2020

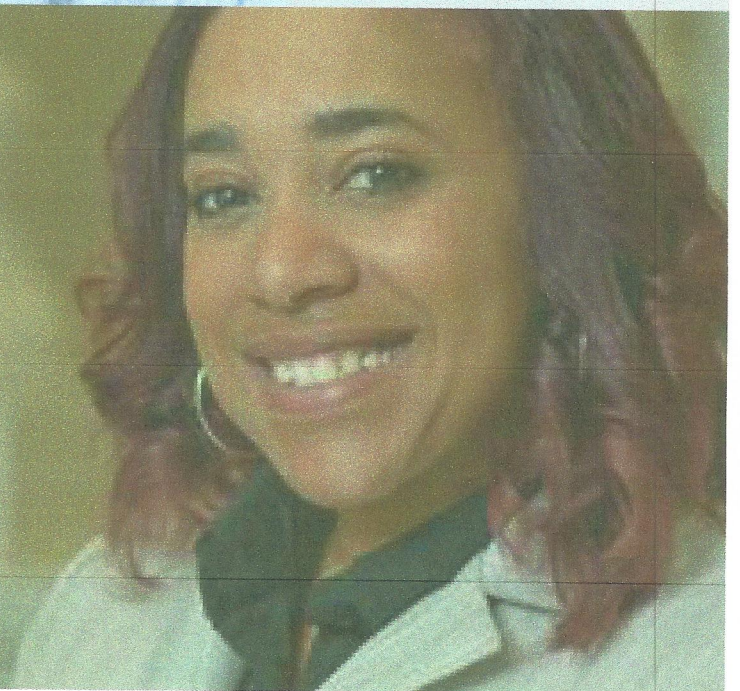
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Emotional Intelligence: Our Major Gift to Others

By Bill Ballas, CFRE



Development pros begin to rely on their emotional intelligence as never before. And the world is grateful.

In 1990, Daniel Goleman, a science reporter for *The New York Times*, found an article in an academic journal authored by two psychologists, John Mayer and Peter Salovey. The pair formulated a concept called “emotional intelligence” (EQ). Since then, Goleman and others have helped us understand and apply EQ to enhance our quality of life.

Simply put, EQ is a measure that refers to a person’s ability to perceive, control, evaluate and express emotions. It enables us to understand our feelings, have empathy for others and connect with people. Some of the traits related to EQ are warmth and political skill.

Today, many experts believe EQ has more impact in the workplace than Intelligence Quotient (IQ). Given the state of our domain, it seems fitting to explore EQ in philanthropy.

Research indicates EQ is not solely for those in the executive suite since it is relevant to staff throughout an organization. Someone with strong EQ is described as resonant and displays talents for self-awareness, self-management, social awareness and relationship management.

SELF-AWARENESS

Experts believe *self-awareness*—the ability to understand your own emotions—is the most essential competency of EQ. Resonant leaders use self-awareness to measure their moods, and intuitively understand how their frame of mind affects others. They often seek feedback to see how others receive their actions. A person with good self-awareness can recognize when others like them or can exert the right amount of pressure on others.

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Greg Higgerson, chief development officer for Second Harvest Food Bank says, "Hiring individuals with high EQ is part of our culture. We have a great work environment, and we need folks who can empathize and trust one another. Organizations that thrive have leadership who use EQ to approach everything they do."

At Second Harvest, staff go to a nearby college to attend workshops, including one that Higgerson says features 13 principles and rules related to what we should expect from one another. "We live by those values."

SELF-MANAGEMENT

While self-awareness is one of the most important aspects of emotional intelligence, the ability to control your mood is also key. Research shows that resonant leaders who exhibit *self-management* do not let their occasional bad mood ruin their day. If they can't overcome their negative disposition, they tell work associates of the problem and how long it might last. Individuals good at self-management control their emotions and act with honesty and integrity in a consistent and adaptable manner. In other words, they do not have emotional outbursts when life does not go as planned.

Allen Monroe, president and CEO of Living Desert Zoo and Gardens, acknowledges it can be easier to teach staff and volunteers how to care for animals than to be kind to people. "[We] use a psychological screening tool from the Wonderlic company that assesses a candidate's cognitive ability, personality and motivation. Results help us narrow down follow-up questions for the candidates to identify if they are a cultural fit for us."

The National Football League famously implements a Wonderlic test on draft prospects attending the league's annual scouting combine.

Jan Hawkins, director of development at the Living Desert Zoo and Gardens, reveals they also rely on True Colors, a personality test that recognizes and celebrates a person's real character. It uses the colors orange,

gold, green and blue to differentiate the four central personality types. "Folks who have emotional intelligence are True Blue personality types. These individuals are empathetic, compassionate and cooperative. True Blues make up only 15 percent of the frequency of colors in a global population," says Hawkins.

SOCIAL AWARENESS

The third primary element of EQ is *social awareness*, which asserts that resonant leaders can better advance organizational goals because they know how to engender trust, show empathy to others, and model positive behaviors.

When someone has social awareness, they are known to have empathy for others and intuition about organizational problems. Their awareness allows them to display emotions through actions and to show others they care. For example, a leader who empathizes with a labor union's demands is more likely to negotiate with the labor union to avoid a strike. Many organization's are beginning to recognize the importance of this quality in their hiring practices.

Claudia Miller, interim vice president of advancement at First Place for Youth, mentions they have used several predictive index tools to screen job candidates for about 10 years. "All my colleagues are social workers or therapists, and building strong emotional and trusted relationships with foster youth is what we do. EQ is part of our business model."

When it comes to showing empathy, "there is no better time than right now," reasons Miller. "Our team has been running on adrenaline for the past eight weeks. It is important for me to control my own personal and professional anxieties while recognizing others are going through the same emotions. That has been a balancing act during this crisis."

Danielle Shockey, CEO of Girl Scouts of Central Indiana, points out that her firm also employs a predictive

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index that spans several personality dimensions, including EQ. "The heart of the matter is how the leader motivates, teaches, leads and manages team dynamics. [These assessments] help us work better together," says Shockey, who leads an organization of 120 employees and 11,000 volunteers.

Annette Bentley, the annual fund coordinator of the Valley Regional Hospital Foundation (Nova Scotia), says, "We are a small shop; however, we have revised our recruitment questions to incorporate EQ measures."

At the Oregon Museum of Science and Industry, Marcie Benne, Ph.D., director of engagement, research and advancement, shares that they get a lot of training as managers in regards to hiring, leading teams, and equity, diversity, accessibility, and inclusion. "I'm not working with donors, but I am developing people. Generally, I work with young staff, and I try to support them with patience and model behaviors," says Dr. Benne.

RELATIONSHIP MANAGEMENT

Communicating clearly and convincingly, disarming conflicts, and building strong personal bonds signifies a talent for *relationship management*. Resonant leaders use this knack to spread their enthusiasm and solve disagreements, often with kindness and humor. A leader with this aptitude does not burn bridges, and continually seeks to enlarge his or her network of people to win support when support is needed.


Todd R. Schultz, senior vice president of development for the McCallum Theatre, says, "Sometimes we are asked to take a sales approach rather than a relationship approach. I constantly remind my staff that when they are with donors, they are not to think about money, only about the [donor's] relationship with our organization. The money will come organically."

Vickery Fales Hall, director of donor relations for the Wyoming Community Foundation agrees. "When you go to make an ask, the timing, phrasing and how it will

happen is variable. You can do it with more grace and success with emotional intelligence." She points out that, "we work with individuals and their estate plans, and those conversations can't happen without being adept at listening to people and letting them tell their story."

During this pandemic, Monroe has seen what relationship management looks like from a different vantage point. He confesses it was difficult to have to lay staff off due to the crisis. Yet "[I had] to be strong, resilient, and thoughtful without showing emotions so everyone would know that we will get through this."

The concept of EQ isn't new, and some organizations have used it for years to develop and build a culture that is empathetic and aware—of themselves and others. They have leaders who embody the core characteristics of emotional intelligence. In studying dozens of companies, Goleman found that leaders without a high degree of EQ will not become great leaders, even if they receive first-class technical training, have exceptional analytical skills, and can create volumes of innovative suggestions. His research revealed that the most effective leaders are similar in one way—they have a high degree of emotional intelligence.

It appears being resonant is also a major gift to us. 



Bill Ballas, CFRE, is a consultant and educator. He is a former CEO of privately held and 501(c)(3) organizations. Bill teaches courses in leadership, marketing and management at the University of California Riverside Extension, and to corporate clients. Bill earned a Master of Science in Management and Leadership and post-graduate certificates in Strategic Marketing and Nonprofit Management.