

2010 NALP Annual Education Conference

Strengthening Diversity Leadership Through Emotional Intelligence



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Presented by President David
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Attributes Of A Diverse Organization

- Clear Vision
- People Centered
- Open and Innovative
- Meaningful Core Values
- Willing to Go Against the Grain
- Identify and Cultivates Potential
- Embraces Conflicts and Differences
- Expanded Definitions of Excellence

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Eight Steps To Creating A Diverse Organization

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Creating Short-Term Wins
7. Consolidating Improvements and Producing More Change
8. Institutionalizing New Approaches

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"Mind Of A Manager, Soul Of A Leader"

- Authority
- Control
- Talk
- Short Term
- Minimizing Risk
- Reorganizing
- Taking Charge
- Stability
- Performance
- Duties
- Influence
- Empower
- Listen
- Long Term
- Taking Risk
- Rethinking
- Letting Go
- Crisis
- Potential
- Dreams

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The Leadership And Diversity Paradox

If Diversity and Leadership are symbiotic, then why aren't law schools and legal organizations more Diverse ?

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Three Logical Answers:

- We Are Not Effective Leaders!
- Diversity is Not A Priority!
- Diversity is an Unachievable Goal!

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Multiple Intelligences And The Practice Of Law

- MENTAL INTELLIGENCE (IQ)
- EMOTIONAL INTELLIGENCE (EQ)
- SOCIAL INTELLIGENCE (SQ)
- SPIRITUAL INTELLIGENCE (SQ2)

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Emotional Intelligence

“Describes an ability, capacity, or skill to perceive, assess, and manage the emotions of one's self, of others, and of groups.”

Drs. Howard Gardner, Wayne Payne, Daniel Coleman

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Attributes of High Emotional Intelligence

- Consistency in behavior and attitude
- Good communicator
- Good listener
- Willing to take responsibility for mistakes and limitations
- Willing to embrace small and large successes
- Able to effectively set personal boundaries

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Social Intelligence

“We can characterize SQ as a combination of a basic understanding of people - a kind of [strategic social awareness](#) - and a set of skills for [interacting successfully](#) with them.”

Dr. Karl Albrecht and Dr. Daniel Goleman



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Dimensions Of Social Intelligence

Daniel Goleman in “Social Intelligence”

Social Awareness	Social Facility
Social Cognition	Synchrony
Attunement	Self-Presentation
Empathy	Influence
Empathic Accuracy	Concern



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Aligning EQ And SQ

Emotional Intelligence	Social Intelligence
• Self Awareness • Self Management	• Social Awareness • Social Facility



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Relevance Of EQ And SQ To Diversity In The Firm

- Diversity is about people and our relationship to them
- Barriers to creating a diverse and productive firm culture are a product of low EQ and SQ
- In a global practice high EQ and SQ are indispensable to firm success
- Success in regards to hiring, retaining and promoting women and persons of color are enhanced due to high EQ and SQ

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Enhancing Our Emotional Intelligence

- Remember the BARE* necessities
- BALANCE
- AWARENESS
- RESPONSIBILITY
- EMPATHY

*By _____

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Strategies For Developing Stronger Social Intelligence

- Self Awareness, Maintenance and Reflection
- Professional Development and Enrichment
- Seek and Receive Feedback
- Nurture the Creativity Within
- Trust Your Instincts
- Look more systematically for organizational “clues” and “cues”
- Embrace the Power of Authentic Laughter and Authentic Forgiveness

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