

Art of Leadership and Emotional Intelligence

Prof A.K. Waithima

BENEFITS, ADMINISTRATION AND GOVERNANCE COMMITTEES FOR PENSION SCHEMES

Pride Inn Paradise, Mombasa

24th – 28th November 2025

Prof A.K. Waithima

- ✓ Hold a PhD in Economics from University of Cape Town.
- ✓ He is the Deputy Vice Chancellor – Academic Affairs at St. Paul’s University
- ✓ He previously served as the Vice Chancellor of University of Kigali
- ✓ Consulted for ChildFund, Inter-University Council of East Africa, GIZ, USAID among others.
- ✓ Sits on several boards including:
 - LOLC Microfinance Bank,
 - University of Kigali Governing body,
 - Starford International University
- ✓ He is a member of: Institute of Economic Affairs, Bioethics Society of Kenya, The Institute of Internal Auditors, Global.
- ✓ He passionate about leadership and corporate governance



Outline

1. The art of Leadership
2. Emotional intelligence



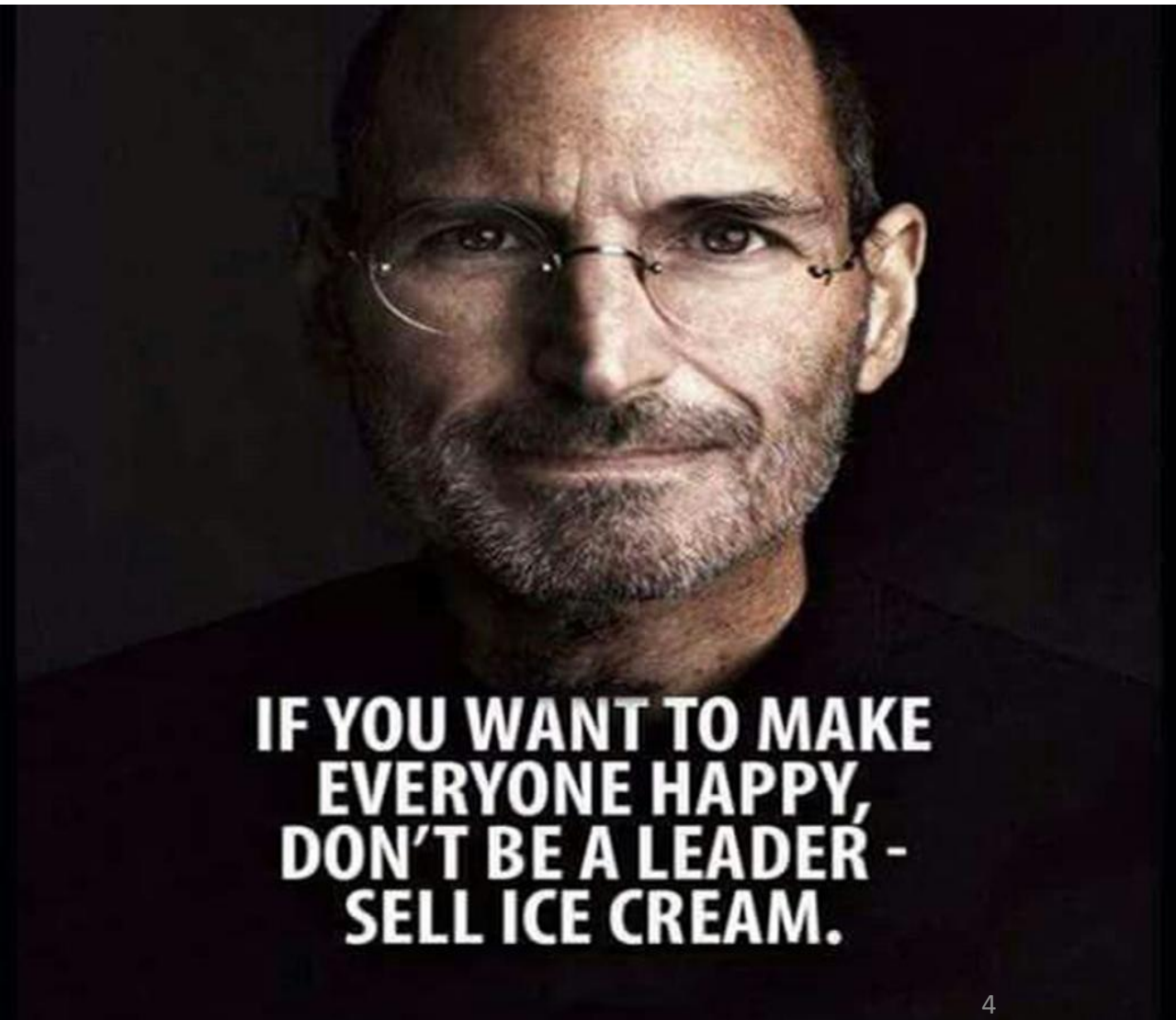
I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony with equal opportunities. It is an ideal which I hope to live for, and to see realized. But my lord, if needs be, it is an ideal for which I am prepared to die.

(Nelson Mandela)

izquotes.com



1. The Art of leadership



There is no Leadership without EQ

I - Integrity

N - Nurturing others

F - Faith in followers

L - Listening

U - Understanding

E - Emotional intelligent

N - Navigate through trouble

C - Communication skills

E - Exemplary

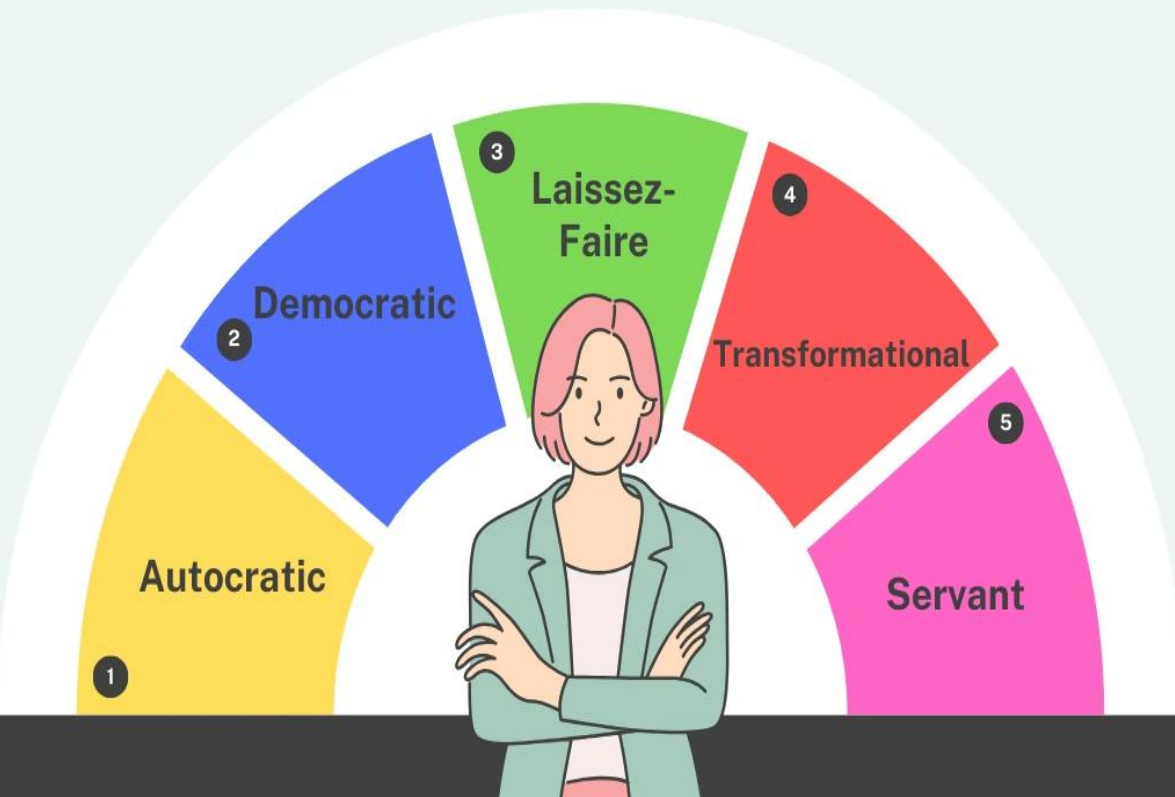


Your title does not make you a leader: What does?



Leadership Styles

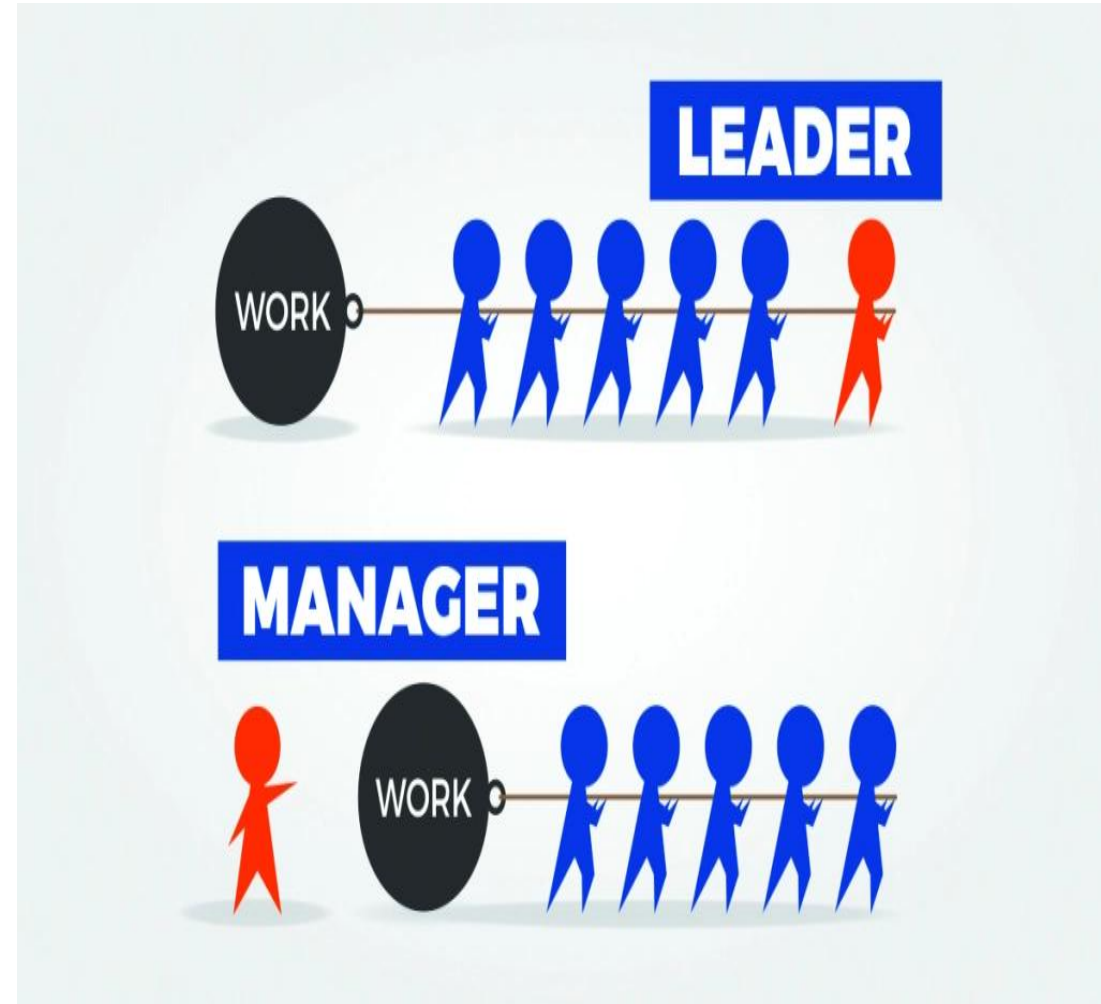
Different Leadership Styles



1. **Autocratic** - top-down decisions
2. **Democratic** – participative and collaborative decisions
3. **Laissez-faire** - hands-off and allowing team autonomy
4. **Transformational** - inspiring others toward a vision
5. **Transactional** - using rewards and punishments
6. **Servant leadership** - prioritizing the team's needs

Leadership Vs Management

- Leaders – inspirational and influence
- Managers - controlling, planning, coordinating, and organizing
- Management is doing things right; leadership is doing the right things (Peter Drucker and Warren Bennis)



Management Vs Leadership cont..



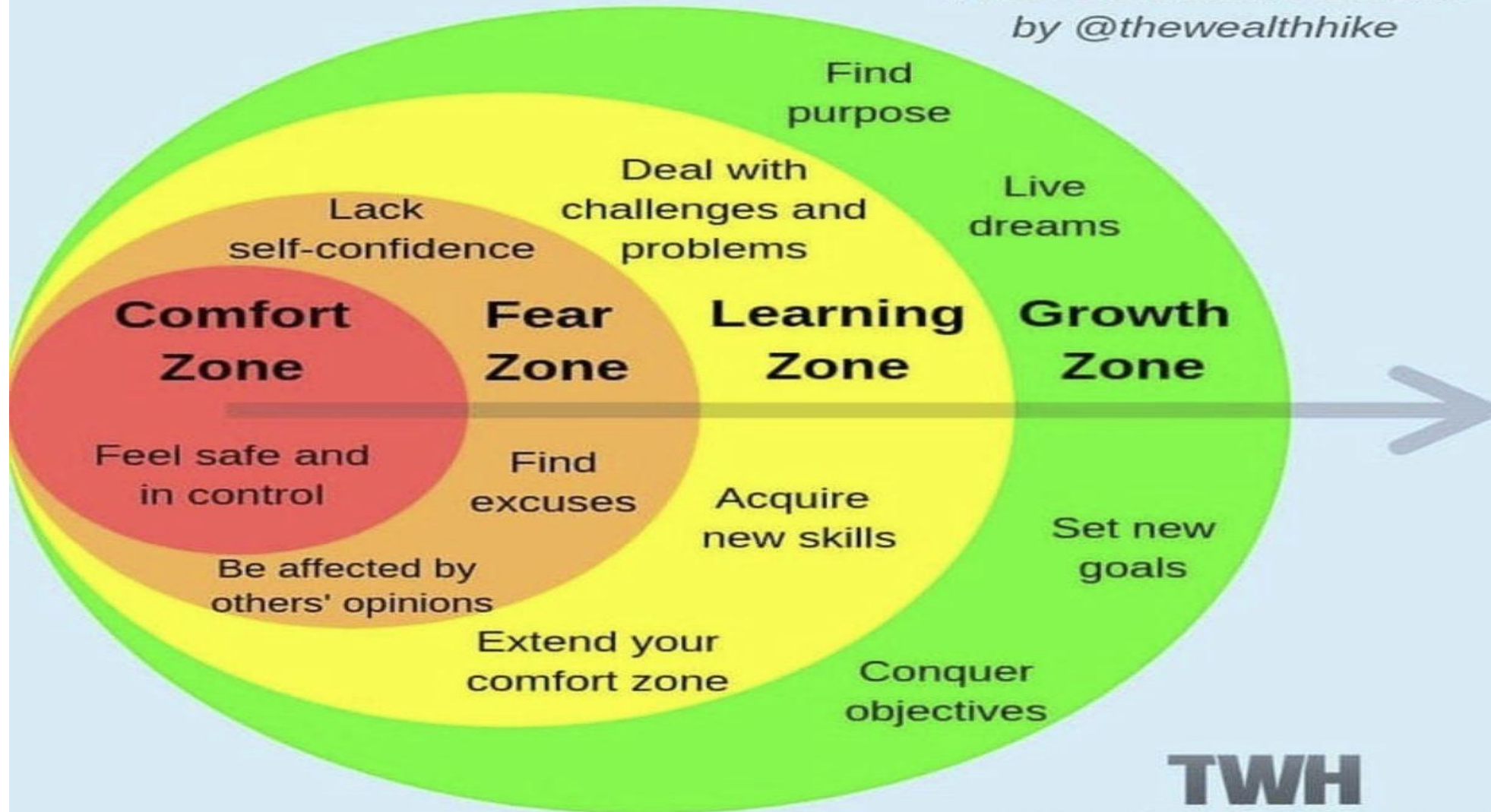
There's
no point
climbing
if your
ladder
is
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the
wrong
wall

- Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall



"The Comfort Zone"

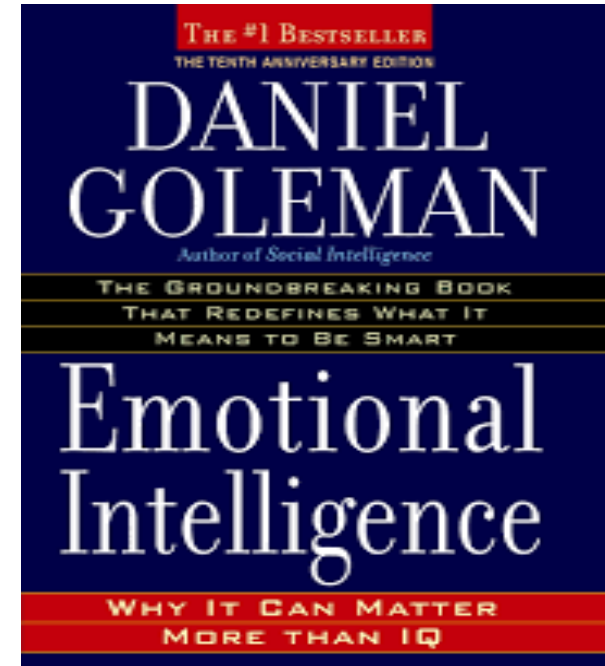
by @thewealthhike



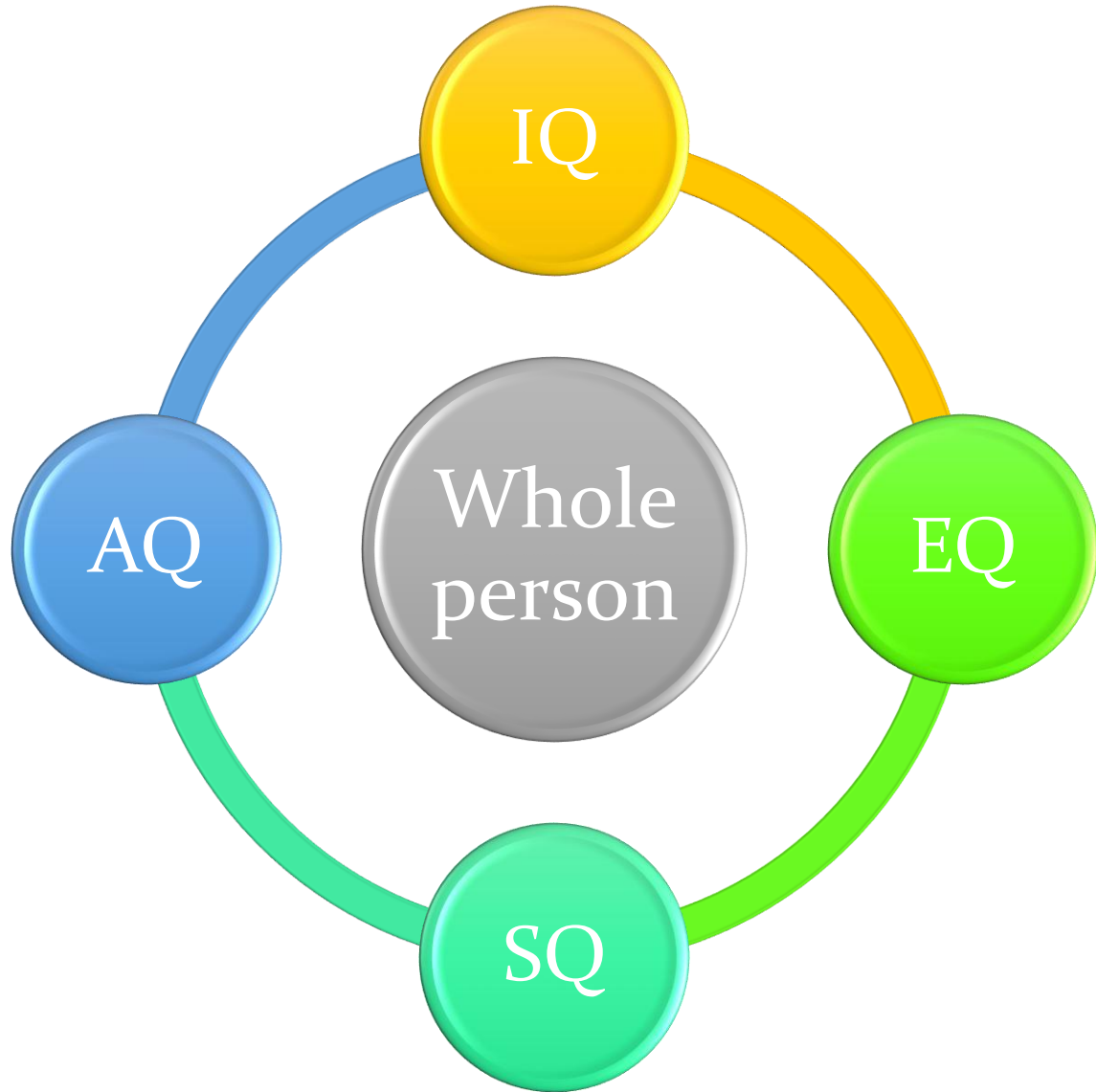
TWH
www.thewealthhike.com

2. Emotional intelligence

- Daniel Goleman describes Emotional Intelligence as the ability to **recognize/identify, understand**, and **manage** one's own emotions.
- As well as to **recognize, understand**, and **influence** the emotions of others.
- For a leader, EI is the capacity to **perceive, understand**, and **manage one's own emotions** and the **emotions of others** to foster positive work environments and achieve organizational goals



The whole Person



Iceberg model of IQ and EQ

Emotional Intelligence is the bedrock of what we see in every human behavior and reaction




Balanced performance & decision making

IQ

*Self awareness
Motivation
Self management
Social skills
Empathy*

EQ



IQ determines 20-25% of business success

EQ determines 75-80% of business success

EQ

EI Test

<https://tests.globalleadershipfoundation.com/geit/eitest.html>

EI has 4 components:

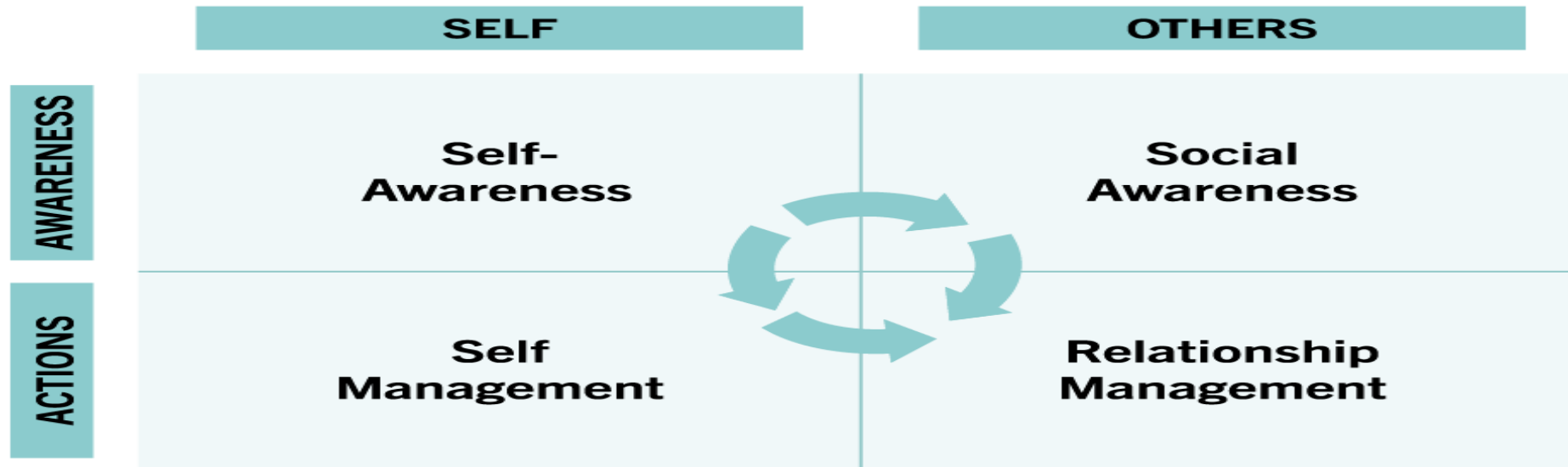
- a) Self-awareness
- b) Self-management
- c) Social awareness
- d) Relationship management

EMOTIONAL & SOCIAL INTELLIGENCE LEADERSHIP COMPETENCIES



Inter-relationship of the 4 competencies

4 Core Competencies of Emotional Intelligence



Signs of low and high EI

LOW EI	HIGH EI
<ul style="list-style-type: none"> They are often involved in arguments and misunderstandings. 	<ul style="list-style-type: none"> ✓ They recognize how their feelings affect their thoughts and behavior
<ul style="list-style-type: none"> Emotional outbursts - have difficulty controlling their emotions, leading to frequent anger, frustration, or sadness. 	<ul style="list-style-type: none"> ✓ They are good at communicating and can handle conflicts diplomatically.
<ul style="list-style-type: none"> Insensitive to the feelings of other people 	<ul style="list-style-type: none"> ✓ They respond to others with compassion and understanding.
<ul style="list-style-type: none"> They frequently blame others for their problems or mistakes. Lack of accountability. 	<ul style="list-style-type: none"> ✓ Takes responsibility for their actions ✓ Does not blame other people

Signs of low and high EI cont..

Low EI

- Holds grudges for a long time
- They often interrupt or fail to listen during conversations, focusing on their own perspective.
- They often resist change and have trouble adapting to new situations or perspectives
- Hard to please and overly critical of others

High EI

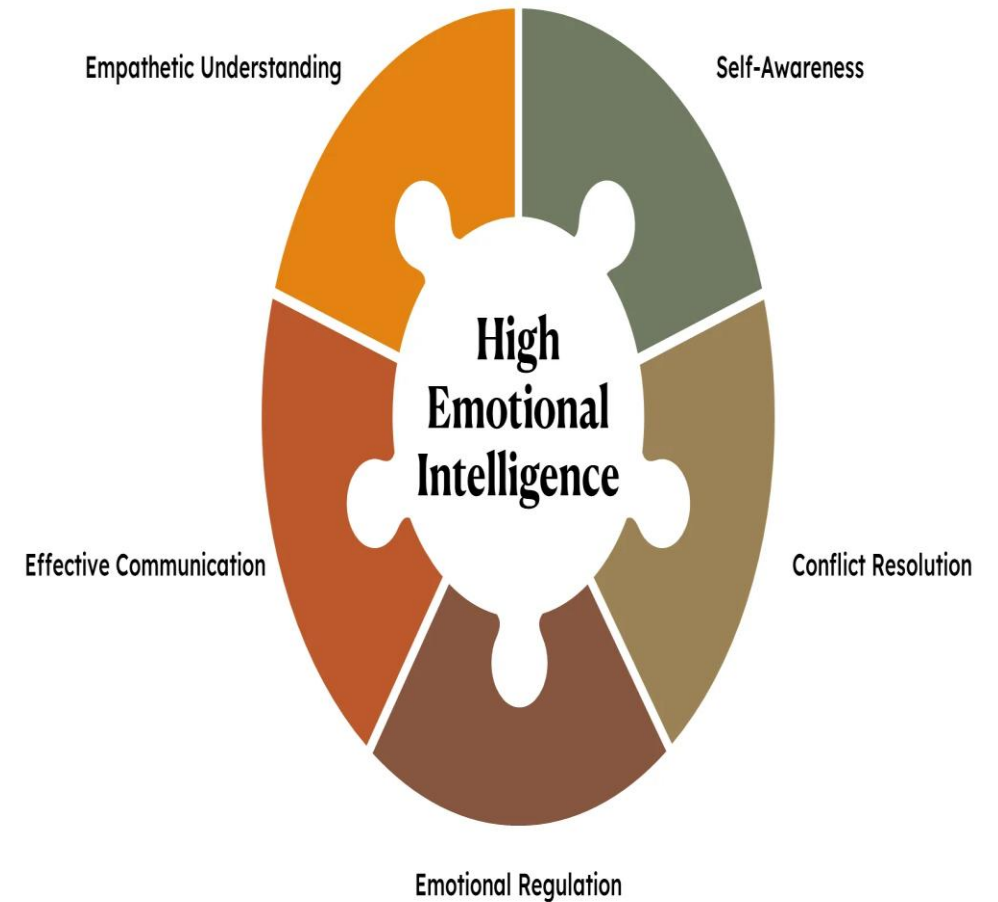
- ✓ They manage their emotions in healthy ways
- ✓ They show resilience and persistence in the face of setbacks
- ✓ Self-confident, have greater empathy and tolerance
- ✓ Respect and relate well with people from varied backgrounds

Causes Of Low Emotional Intelligence



Indicators of strong Emotional Intelligence

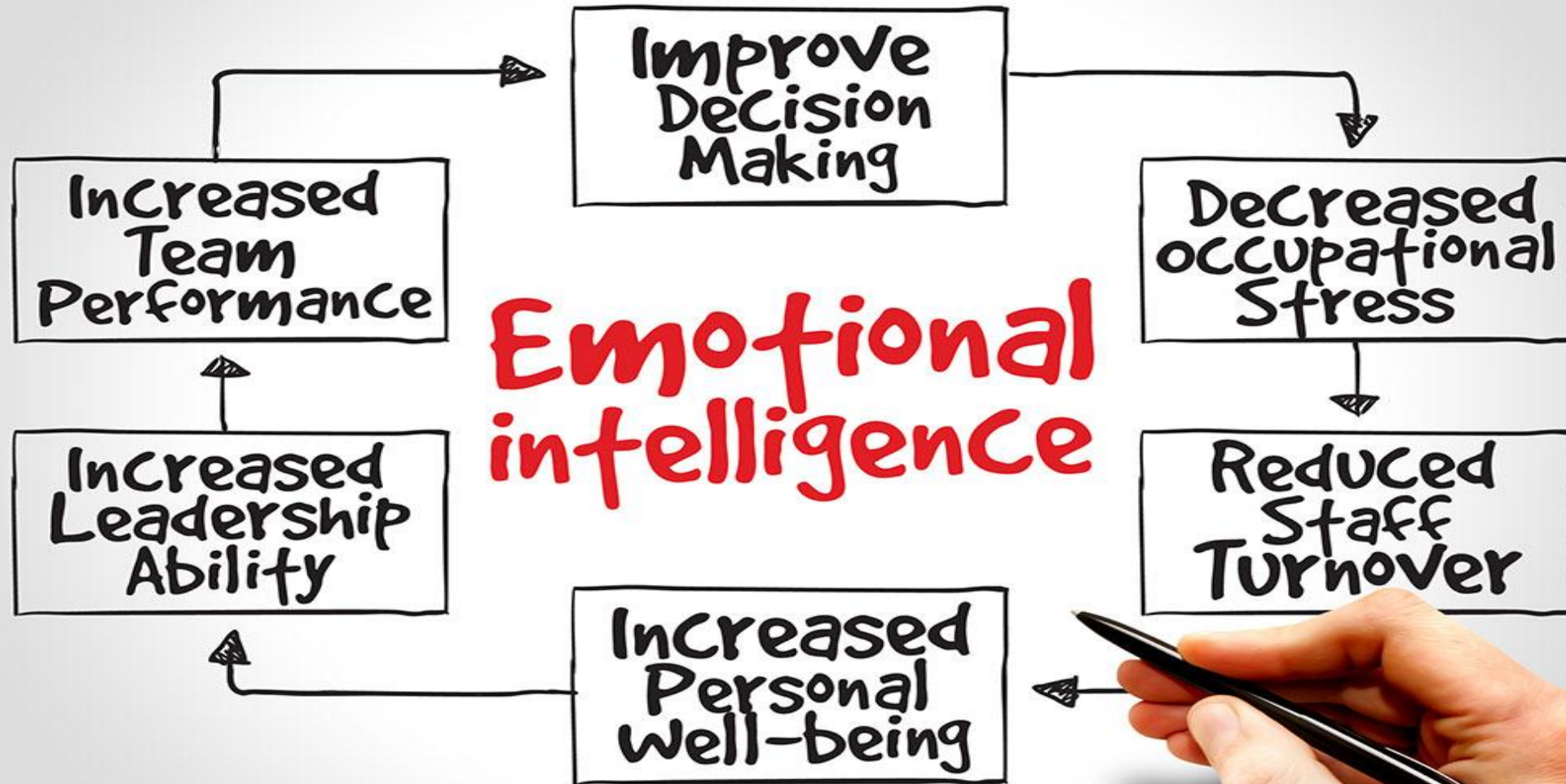
1. Getting along and interest with others
2. Self-awareness of strength and weaknesses
3. Operating with integrity
4. Self-awareness of feelings (anger, frustration etc)
5. Present-focused – overlooking historical failures and past successes
6. Self-motivated
7. Well-placed boundaries



Impact of a leader's low EI on a team

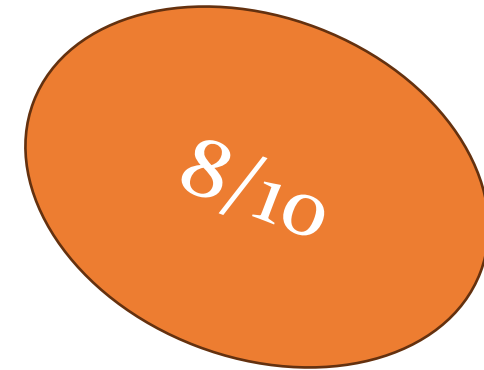
- 1. Poor communication and conflict** arising from inability to read emotional cues resulting to misunderstandings, frustration, and frequent conflicts within teams.
- 2. Strained relationships and distrust** arising from inability to empathize or regulate emotions resulting to favoritism, divisions and erosion of trust among colleagues.
- 3. Disengagement and low morale** when employees feel undervalued and unappreciated resulting in disengagement, burnout, and a desire to leave for other opportunities.
- 4. Difficulty in accepting feedback** from junior staff resulting to poor relationships and decreased performance.
- 5. Increased stress and poor stress management** resulting poor performance and well-being.

Benefits of Emotional Intelligence



i). Self-Awareness comprises of:

- a) **Emotional self-awareness** - ability to read and understand your emotions as well as recognize their impact on work performance and relationships
- b) **Accurate self-assessment** - ability to give a realistic evaluation of your strengths and limitations;
- c) **Self-confidence** - positive and strong sense of one's self-worth.



Johari Window

Known to Self

Unknown to Self

Known to Others

OPEN SELF

Information about you that both you & others know.

BLIND SELF

Information about you that you don't know but others do know.

Unknown to Others

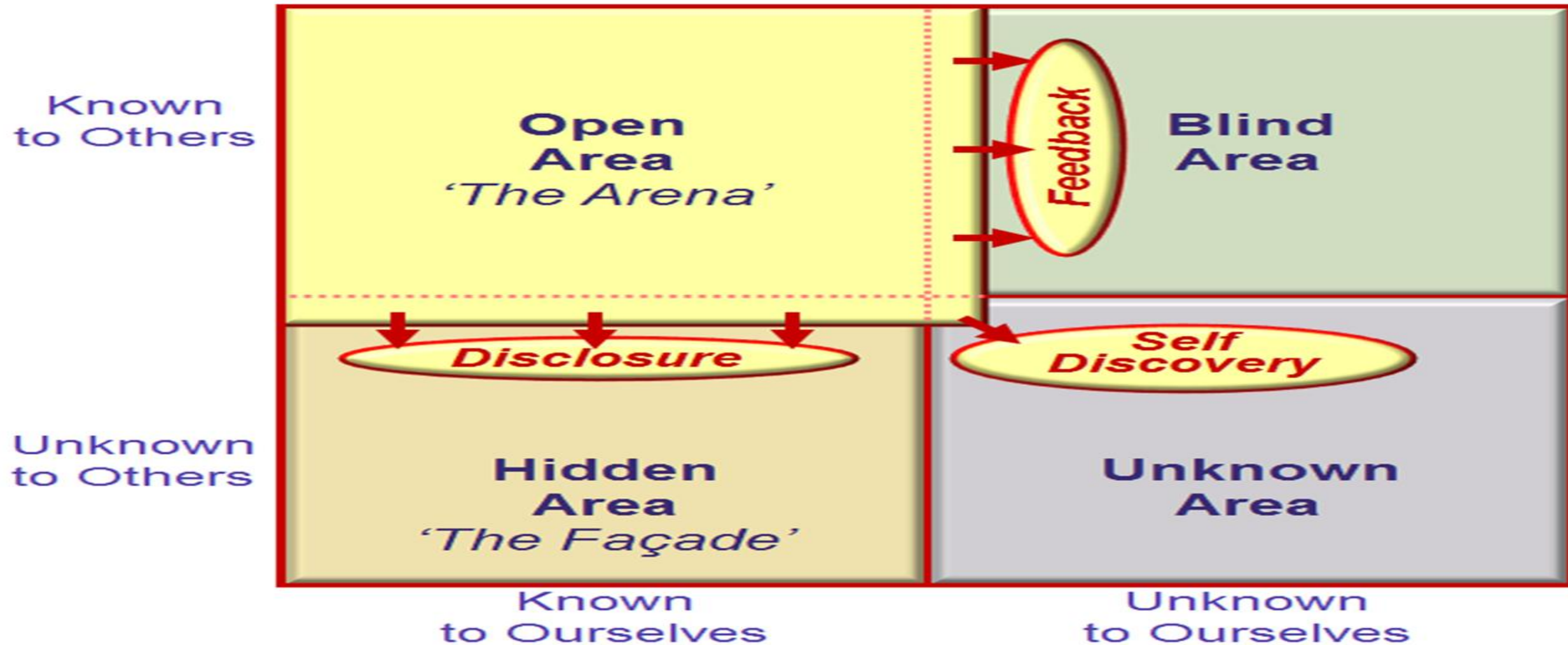
HIDDEN SELF

Information about you that you know but others don't know.

UNKNOWN SELF

Information about you that neither you nor others know.

Expanding the open area



Impact of low self-awareness

- a) Impaired decision-making,
- b) Strained relationships
- c) Defensive to feedback,
- d) A potential disconnect between intentions and impact on others.
- e) Hinders personal growth



Improving Self-awareness

- a) **Identify and name emotions** - Pay attention to your strong feelings and try to give them a specific name.
- b) **Journal your emotions** - Write down your thoughts and feelings to better understand your emotional responses and triggers.
- c) **Question your reactions** - Reflect on why you react in a certain way in different situations, especially during conflict or stress.



ii). Self-Management Comprises

- a) **Self-control** - keeping disruptive emotions and impulses under control
- b) **Transparency** - maintaining standards of honesty and integrity, managing yourself and responsibilities
- c) **Adaptability** - the flexibility in adapting to changing situations and overcoming obstacles
- d) **Achievement orientation** - the guiding drive to meet an internal standard of excellence; and
- e) **Initiative** - which is the readiness to seize opportunities and act.



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Low self-management results to:

- a) Lack of impulse control - increased stress,
- b) Difficulty in managing emotions,
- c) Negative self-talk - depression, anxiety, poor self-esteem, and impaired social and professional functioning



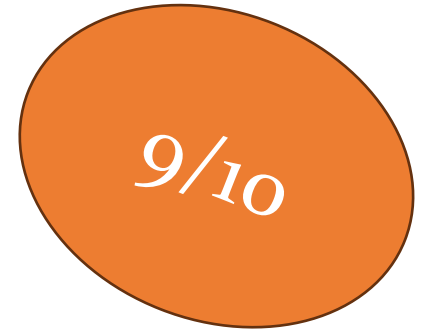
Improving Self-management

- a) **Pause before reacting** - Take a moment to calm yourself before responding in challenging situations.
- b) **Use coping mechanisms** - Practice deep breathing, meditation, or take structured breaks to manage overwhelming emotions.
- c) **Establish clear boundaries** - Separate your personal and work lives to prevent emotional exhaustion and maintain composure under pressure.



iii). **Social Awareness** comprises:

- a) **Empathy** - understanding others and taking an active interest in their concerns
- b) **Organizational awareness** - the ability to read the currents of organizational life, build decision networks and navigate politics
- c) **Service orientation** - recognizing and meeting customers needs



Low Social awareness results to:

1. Frequent misunderstandings,
2. Strained relationships,
3. Poor teamwork,
4. Difficulty advancing careers



Improving social awareness

- a) **Practice active listening** - Focus on what others are saying, both verbally and nonverbally, and ask thoughtful questions to show you're engaged and understand their perspective.
- b) **Develop empathy** - Try to understand and share the feelings of others by putting yourself in their shoes.
- c) **Notice how others perceive you** - Observe how your emotions and actions affect those around you, and ask for feedback.



iv). Relationship Management comprises of:

- a) **Visionary leadership** - inspiring and guiding groups and individuals
- b) **Developing others** - propensity to strengthen and support the abilities of others through feedback and guidance;
- c) **Influence** - ability to exercise a wide range of persuasive strategies with integrity, and also includes listening and sending clear, convincing and well-tuned messages;
- d) **Change catalyst** - proficiency in initiating new ideas and leading people in a new direction
- e) **Conflict management** - resolving disagreements and collaboratively developing resolutions
- f) **Building bonds** - building and maintaining relationships with others
- g) **Teamwork and collaboration** - promotion of cooperation and building of teams.

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Low Relationship management results to:

1. Decreased productivity,
2. Higher employee turnover,
3. Increased costs,
4. Damaged organizational reputation



Improving Relationship-management

- a) **Communicate clearly** - Express your thoughts and feelings in a way that others can understand.
- b) **Be open-minded** - Consider different perspectives and avoid jumping to conclusions.
- c) **Take responsibility** - Acknowledge your mistakes and the impact of your decisions, even on others' feelings.





**Thank you so
much!**

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