



Emotional Intelligence and its Impact on our Work

Matthew R. Shupp
Ed.D., NCC, BC-TMH, ACS, LPC-(PA), LCPC-(MD)

Professor

Department of Counselor Education
Shippensburg University of PA

Frontline Leadership Credentialing Program

September 23, 2026



A quick word,
please...

Background (Brief, Promise) 😊

- ▶ Professor, Shippensburg University of PA – 14th year
 - ▶ College Counseling / Student Affairs
 - ▶ Former Student Affairs Professional
 - ▶ Distance Credentialed Counselor (DCC, 2008)
- ▶ Non-linear Clinical Journey
 - ▶ Post-Master's Certificate (2016)
 - ▶ PA Licensure (2019); D&A, In-patient Psych, College Counseling Centers
 - ▶ BC-TMH (Retired DCC Credential in 2018)
 - ▶ Approved Clinical Supervisor (ACS; 2020)
 - ▶ MD licensure (2022) – The Counseling Compact
- ▶ Private Practice (2019-Present); Certified Trauma Therapist; “EMDR-trained”
- ▶ Proud dog dad (unrelated, but still significant)



Hi.

I'm

Faster.

I just celebrated my 4th birthday!

(I'm cute, but I'm bad).



Hi.

I'm *Reeses*.

Like a Reese's Peanut Butter Cup.
But chocolate is bad for me, so I'm
not *REALLY* like that. Anywho, I'm
really happy to meet you!



Welcome!

- Introductions
- What do you know of Emotional Intelligence (EI)?
 - Why are you here/what do you hope to gain?

Learning Outcomes

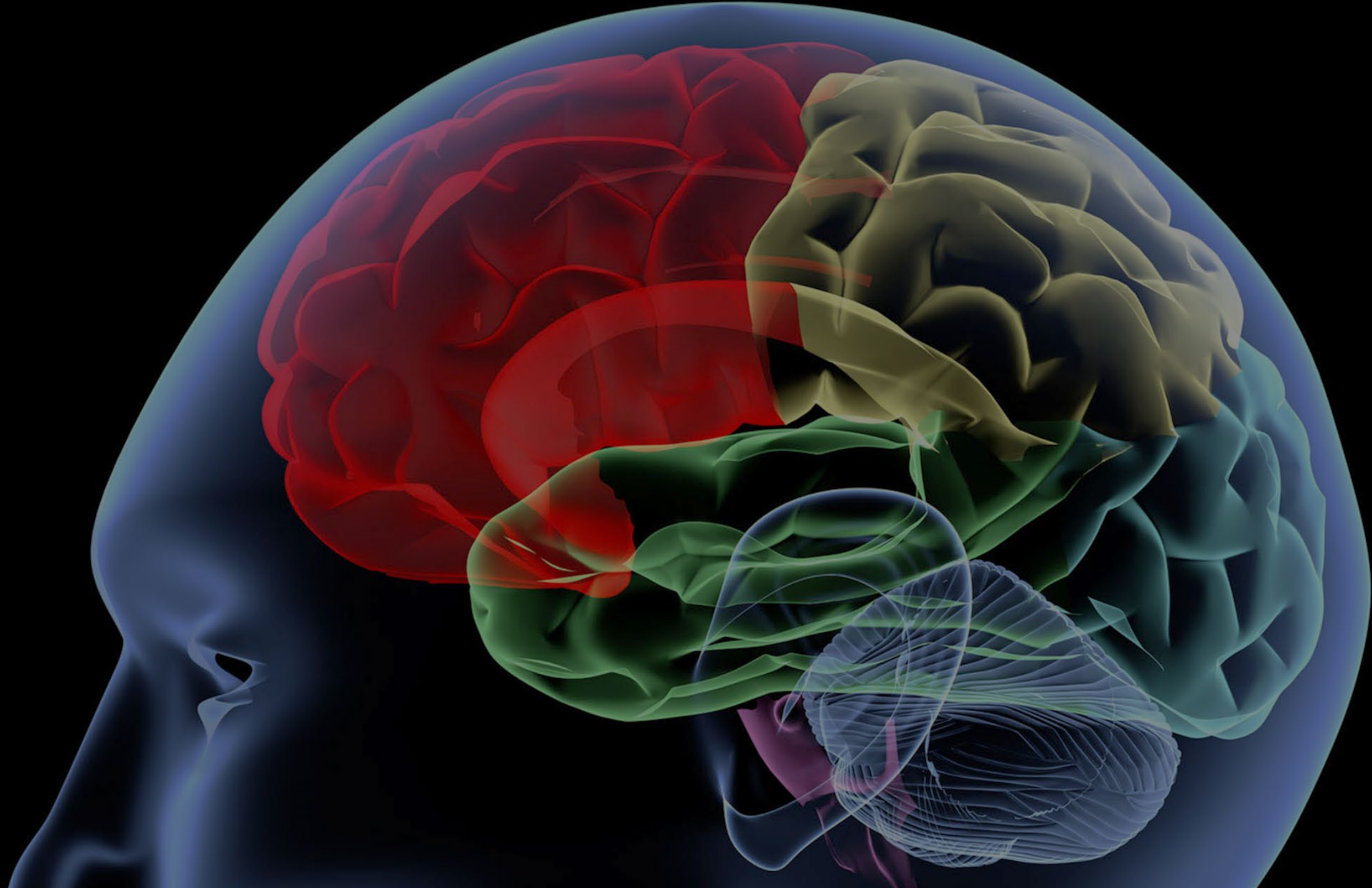
- **Define** and describe Emotional Intelligence
- **Analyze** the “19 capacities” of EI
- **Offer** recommendations for professional practice



hello!

Polling Question #1





A side-profile photograph of a red Honda Odyssey minivan parked on a paved street. The van is dark red with a black roof rack. In the background, there are bare trees and a multi-story brick residential building. A white van is partially visible behind the red one.

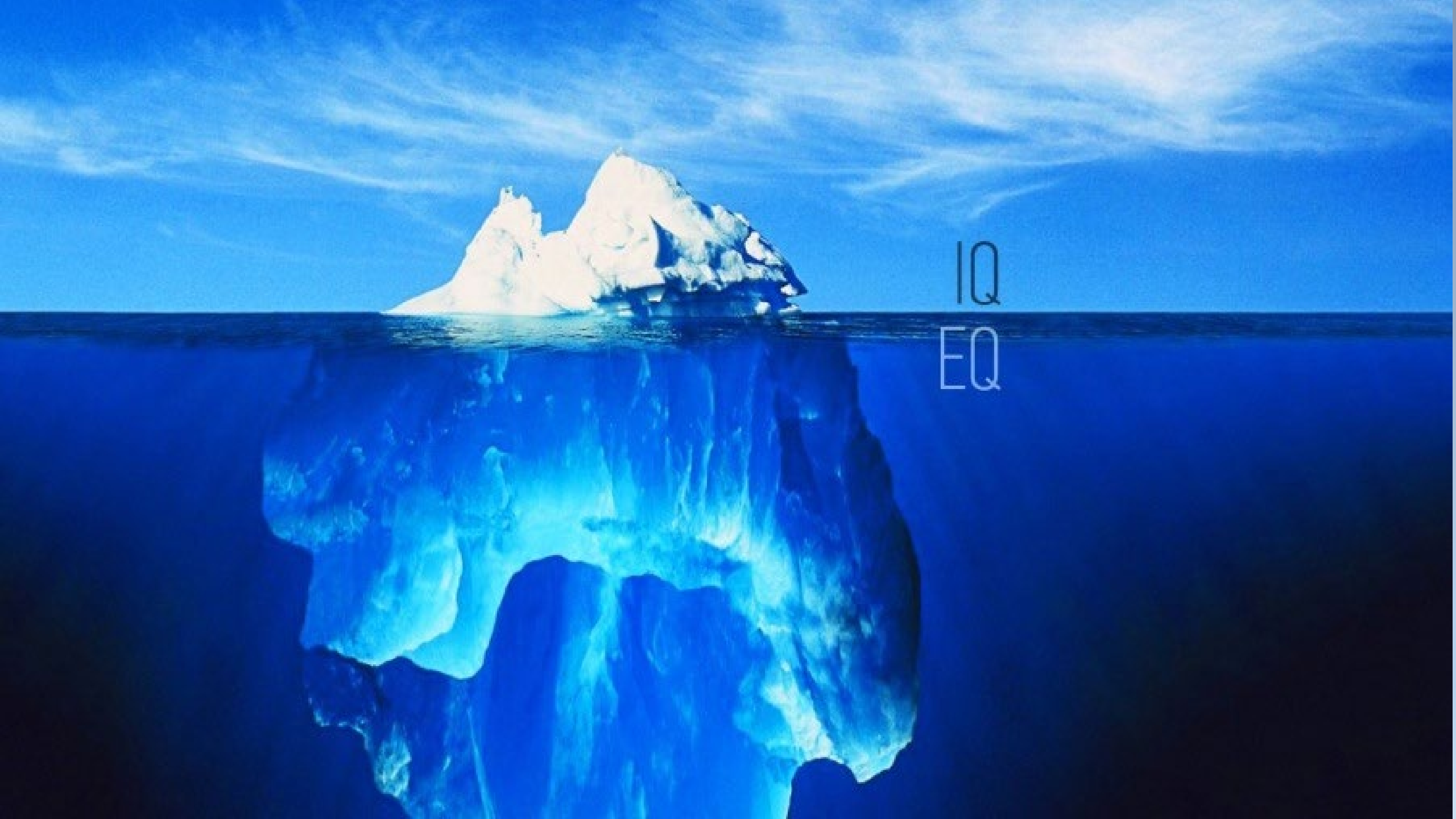
**For display purposes ONLY. Not the
actual van used in the story...
(but close!).**





**INSIDE
OUT**
WWW.ENTERTAINMENTWALLPAPER.COM





IQ
EQ







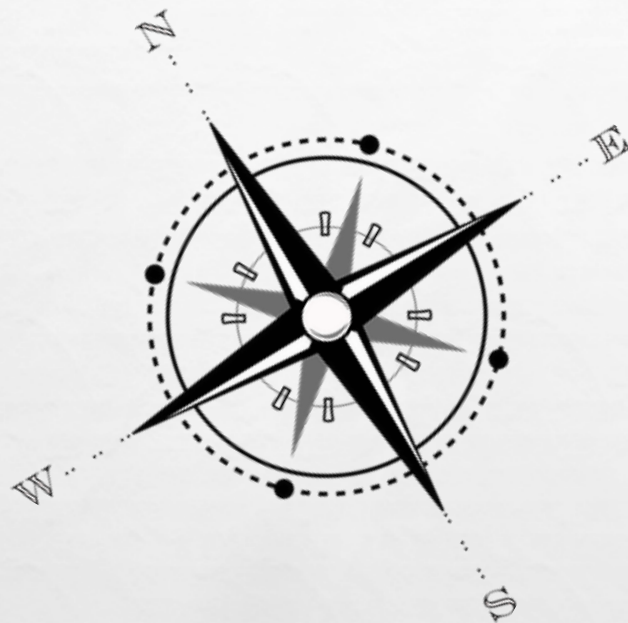
NORTH

“LET’S DO IT!” LIKES TO ACT, TRY THINGS, PLUNGE IN



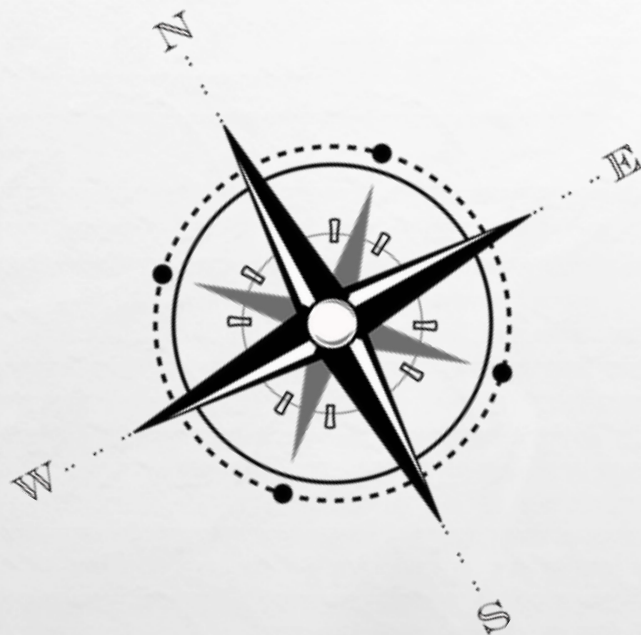
SOUTH

**SPECULATION: LIKES TO LOOK AT THE BIG PICTURE AND THE
POSSIBILITIES BEFORE ACTING**



EAST

**CARING: LIKES TO KNOW THAT EVERYONE'S FEELINGS HAVE BEEN TAKEN INTO
CONSIDERATION AND THAT THEIR VOICES HAVE BEEN HEARD BEFORE ACTING**

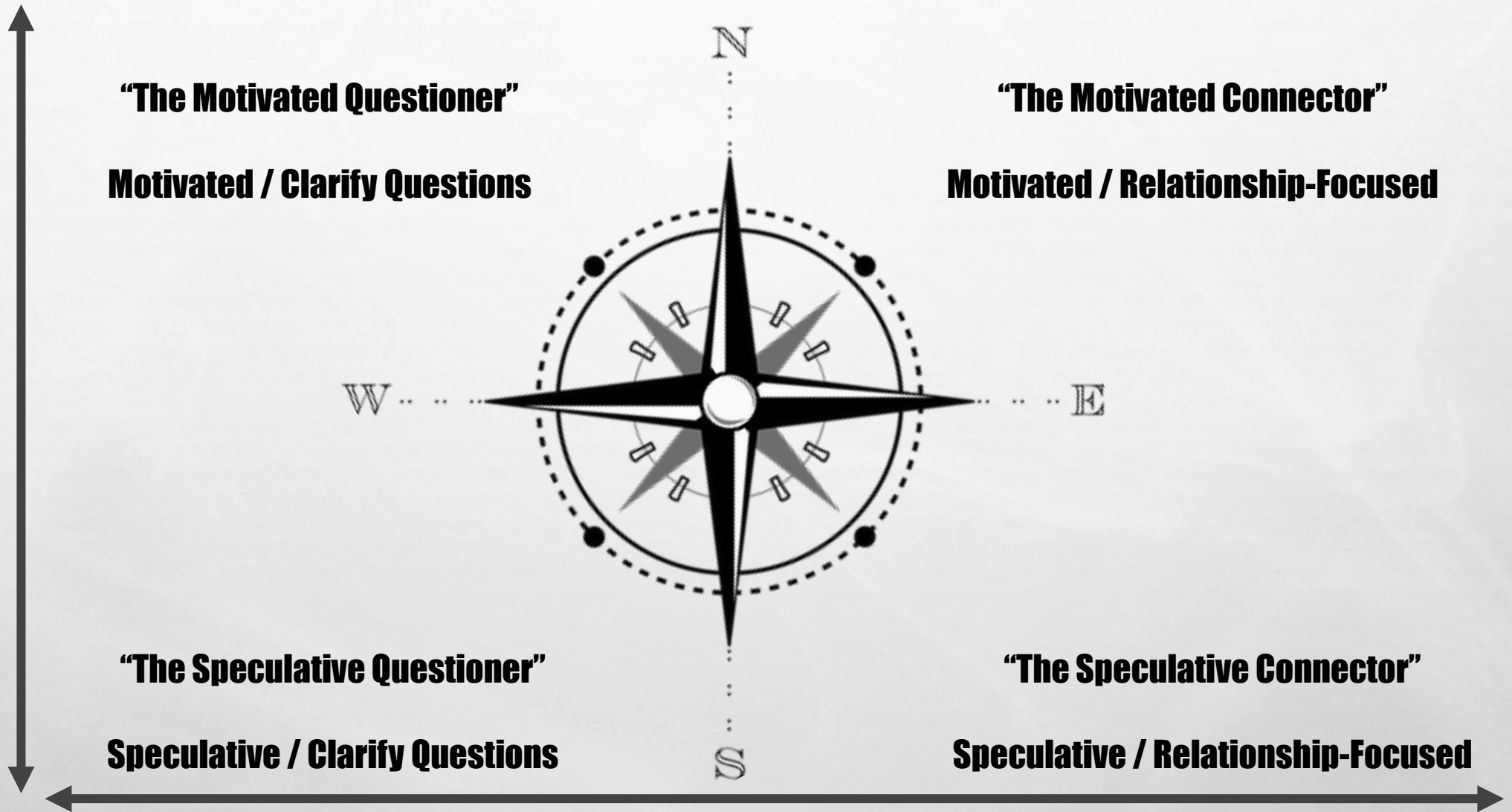


WEST

**PAYS ATTENTION TO DETAIL; LIKES TO KNOW THE WHO, WHAT, WHEN,
WHERE, AND WHY BEFORE ACTING**

Polling Question #2

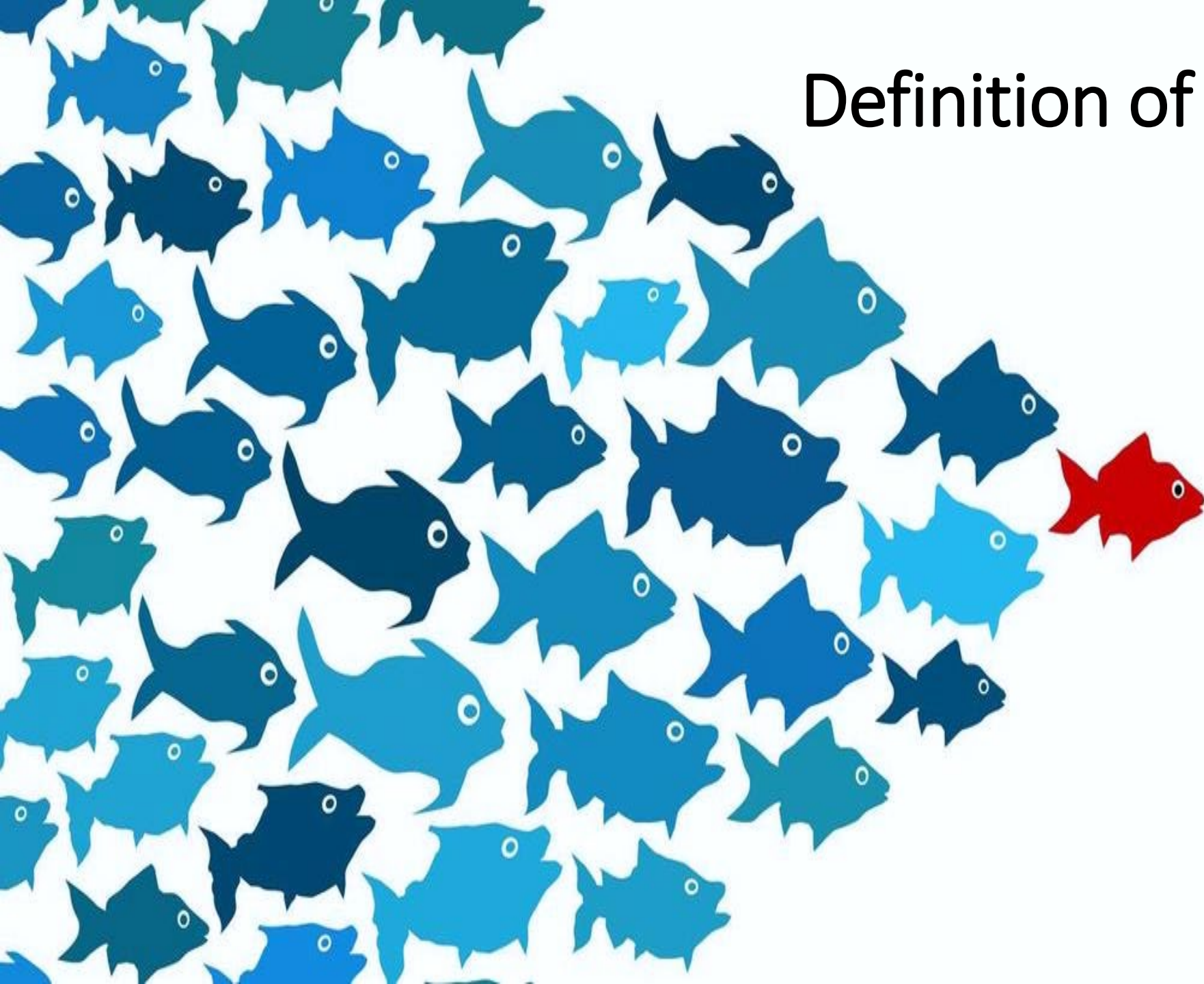




Definition of Leadership...

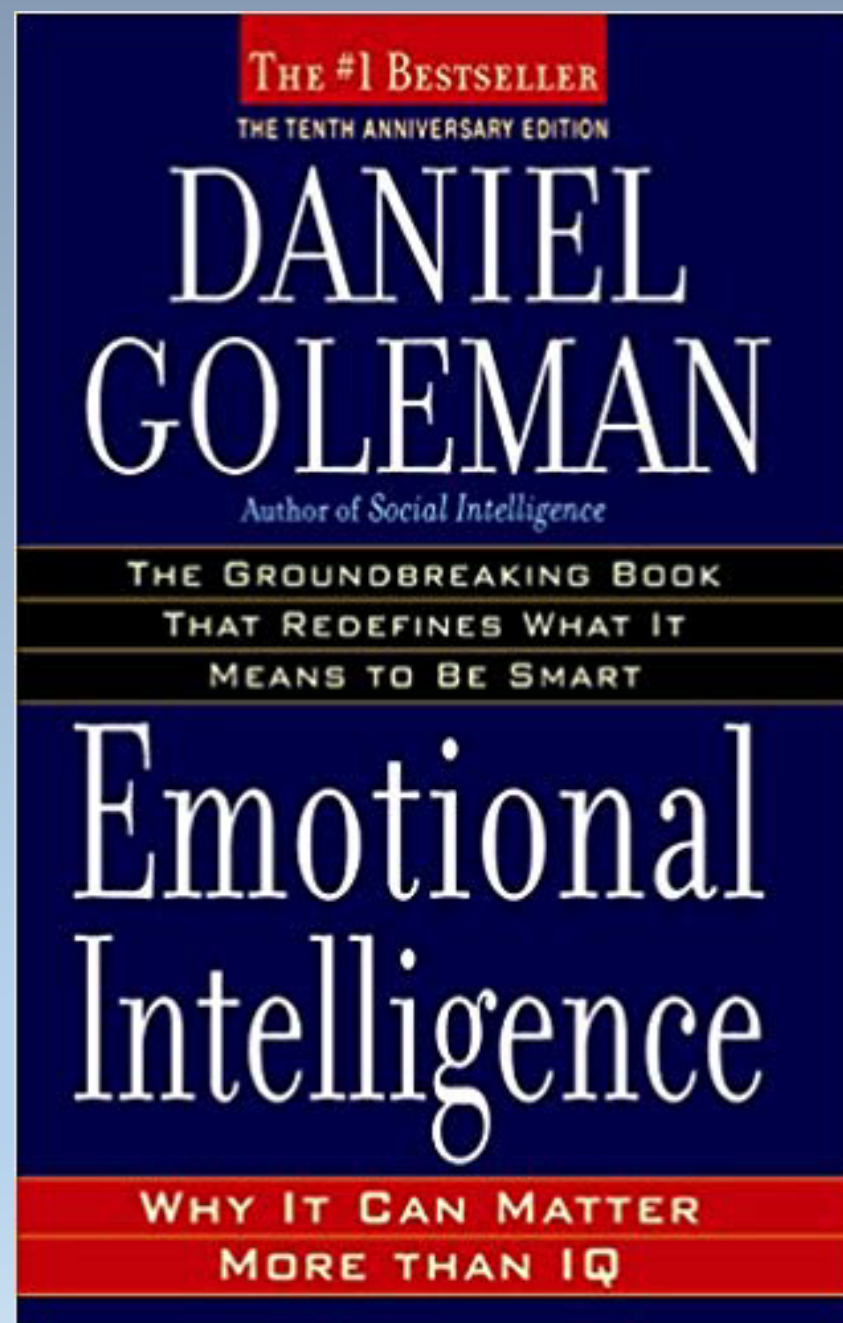
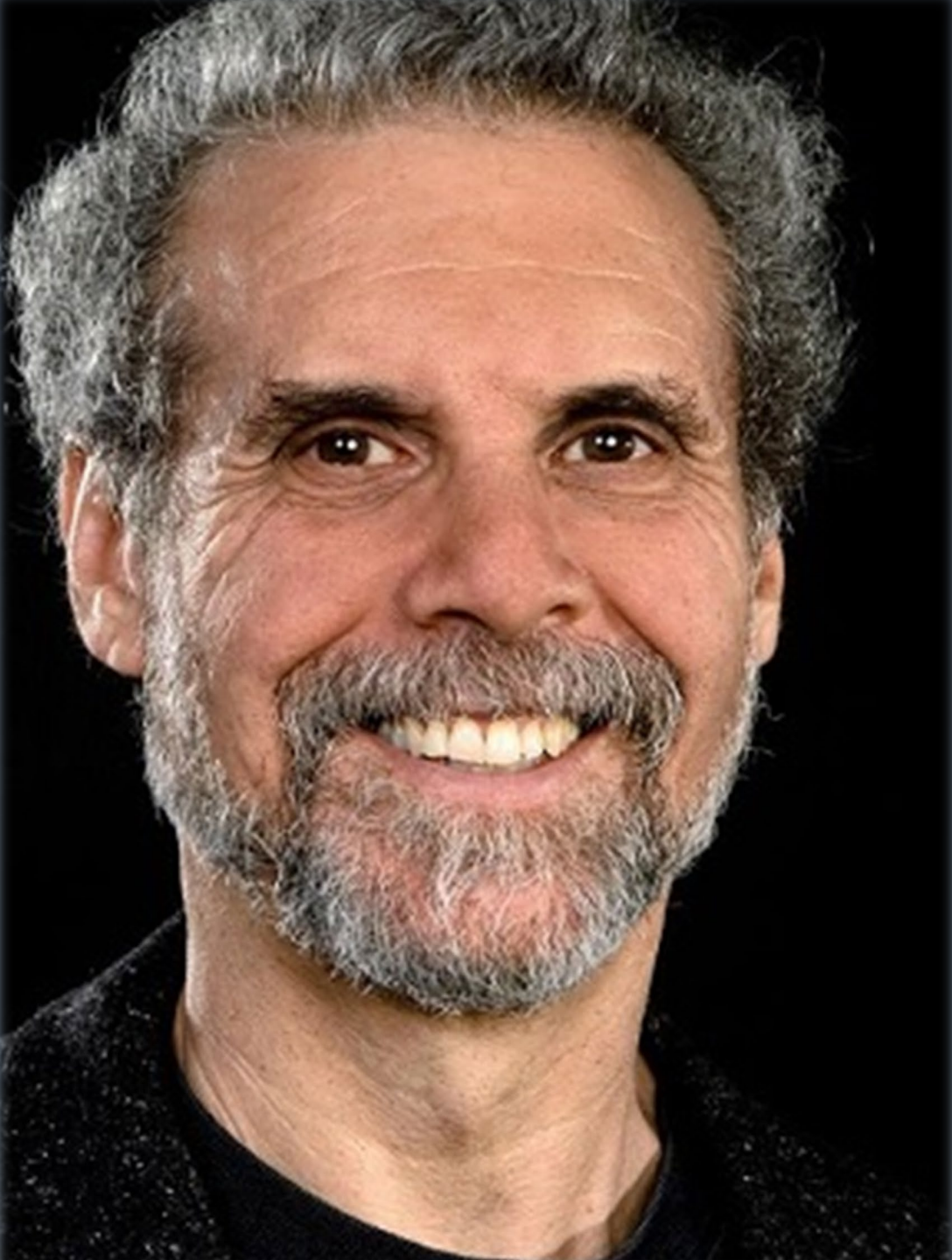
“a relational and ethical process of people together attempting to accomplish positive change” (Komives, Lucas, & McMahon, 2013, p. 95) as cited in Shankman, Allen, & Haber-Curran, 2015, p. vii.)

- A process of “doing” leadership together
- Authentic relationships



Why Start Here?





Daniel Goleman's (1995) Five Key Elements to EI

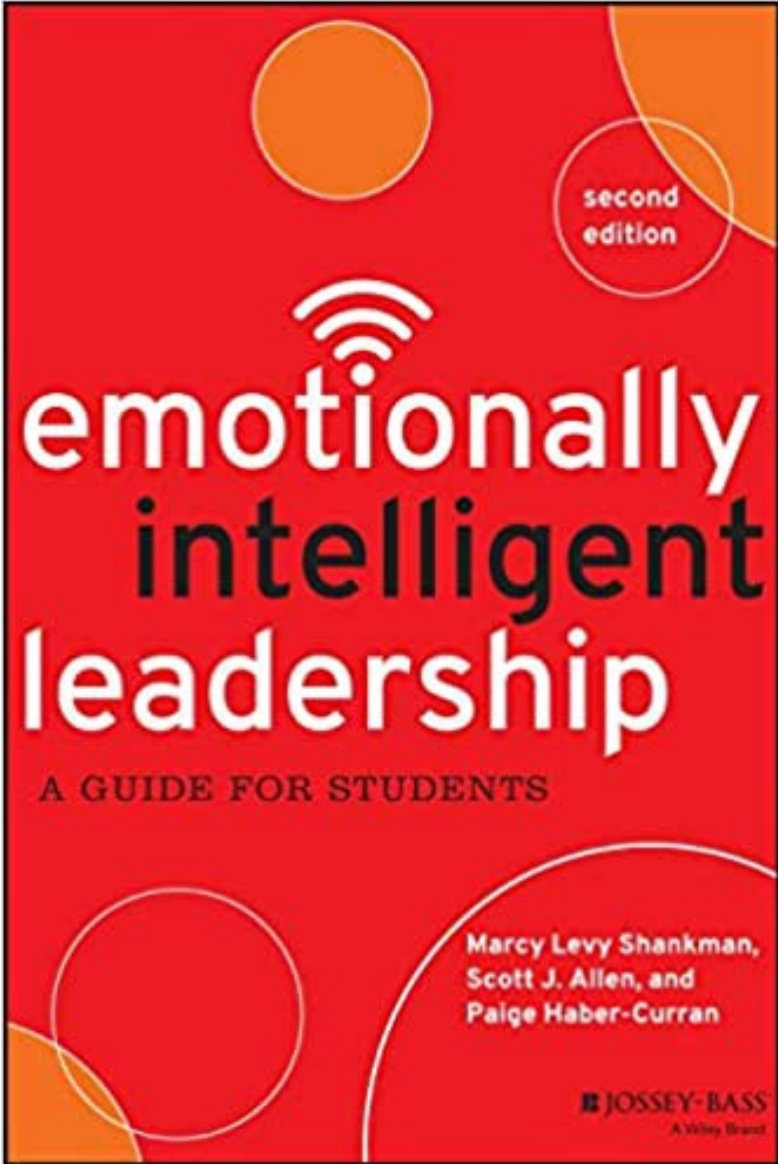
SELF

Self-awareness ~ Self-regulation ~ Motivation ~ Empathy ~ Social skills

Emotional Intelligence

- **Identify** emotions
- **Use** emotions to influence how we think and what we think about
- **Understand** the underlying causes of emotions and how they'll change over time
- **Manage** with emotions by integrating wisdom of feelings into our thinking, decision-making, and actions

“A journey into yourself, into empathic understanding of others, and into sharpening your awareness of context...to help you reach a deeper, authentic understanding of others” (Shankman, Allen, & Haber-Curran, 2015, pp. viii-ix).



second
edition

emotionally intelligent leadership

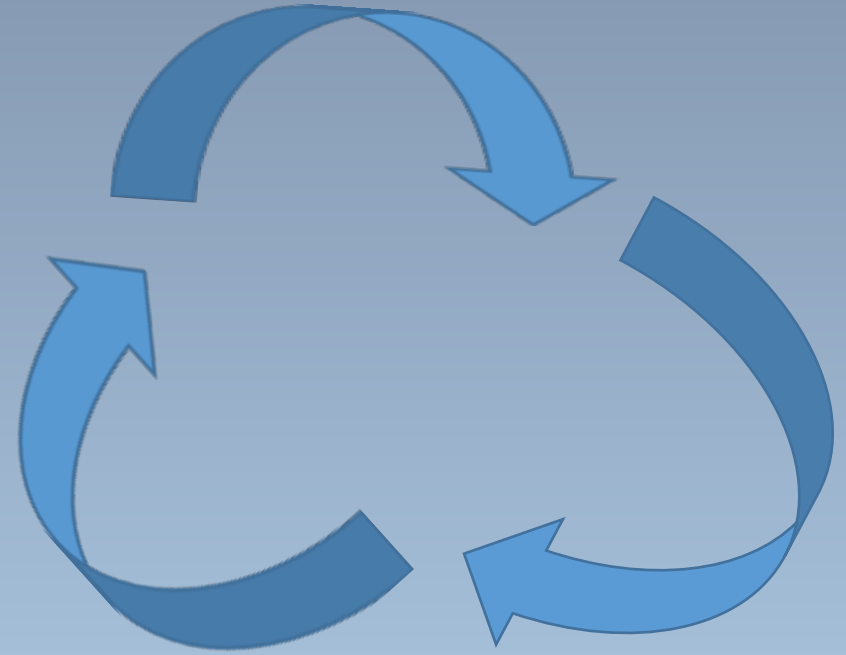
A GUIDE FOR STUDENTS

Marcy Levy Shankman,
Scott J. Allen, and
Palge Haber-Curran

JOSSEY-BASS
A Wiley Brand

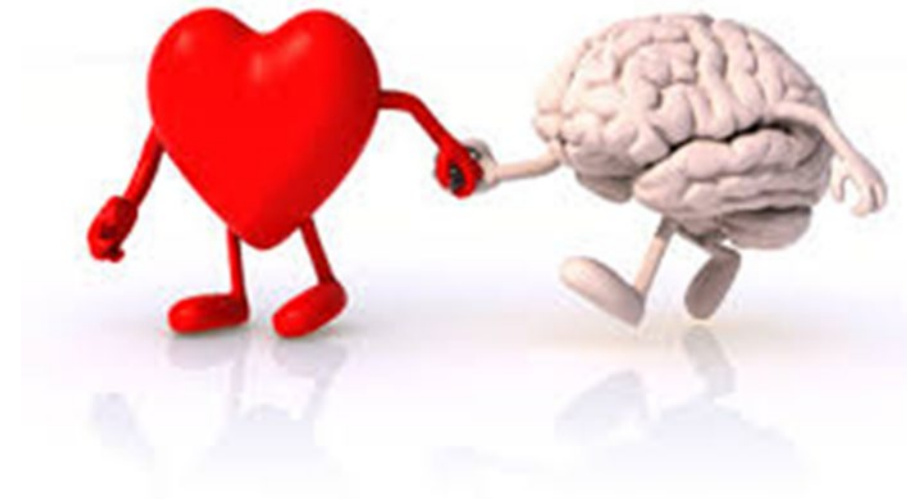
EI - Intentionality of Action

- Three core tenets
 - Consciousness of **Context**
 - Consciousness of **Self**
 - Consciousness of **Others**
- “the ability to monitor one’s own and others’ feelings and emotions to use the information to guide one’s thinking and actions” (Salovey & Mayer, 1990, p. 189 as cited in Shankman, Allen, Haber-Curran, 2015, p. 9)
- “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (Goleman, 1998, p. 317, as cited in Shankman and Allen, 2008, p. 5).



EIL's Nineteen Capacities

- **Capacity** – “ability to perform or produce; capability” (p. 13)
- **Context** – the environment in which leaders and followers work
 - Analyzing the Group
 - Assessing the Environment
- **Self** – being aware of yourself in terms of your abilities and emotion
 - Emotional Self-Perception
 - Emotional Self-Control
 - Authenticity
 - Healthy Self-Esteem
 - Flexibility
 - Optimism
 - Initiative
 - Achievement



EIL's Nineteen Capacities

- **Others** – being aware of your relationship with others and the role they play in the leadership equation
 - Displaying Empathy
 - Inspiring Others
 - Coaching Others
 - Capitalizing on Difference
 - Developing Relationships
 - Building Teams
 - Demonstrating Citizenship
 - Managing Conflict
 - Facilitating Change

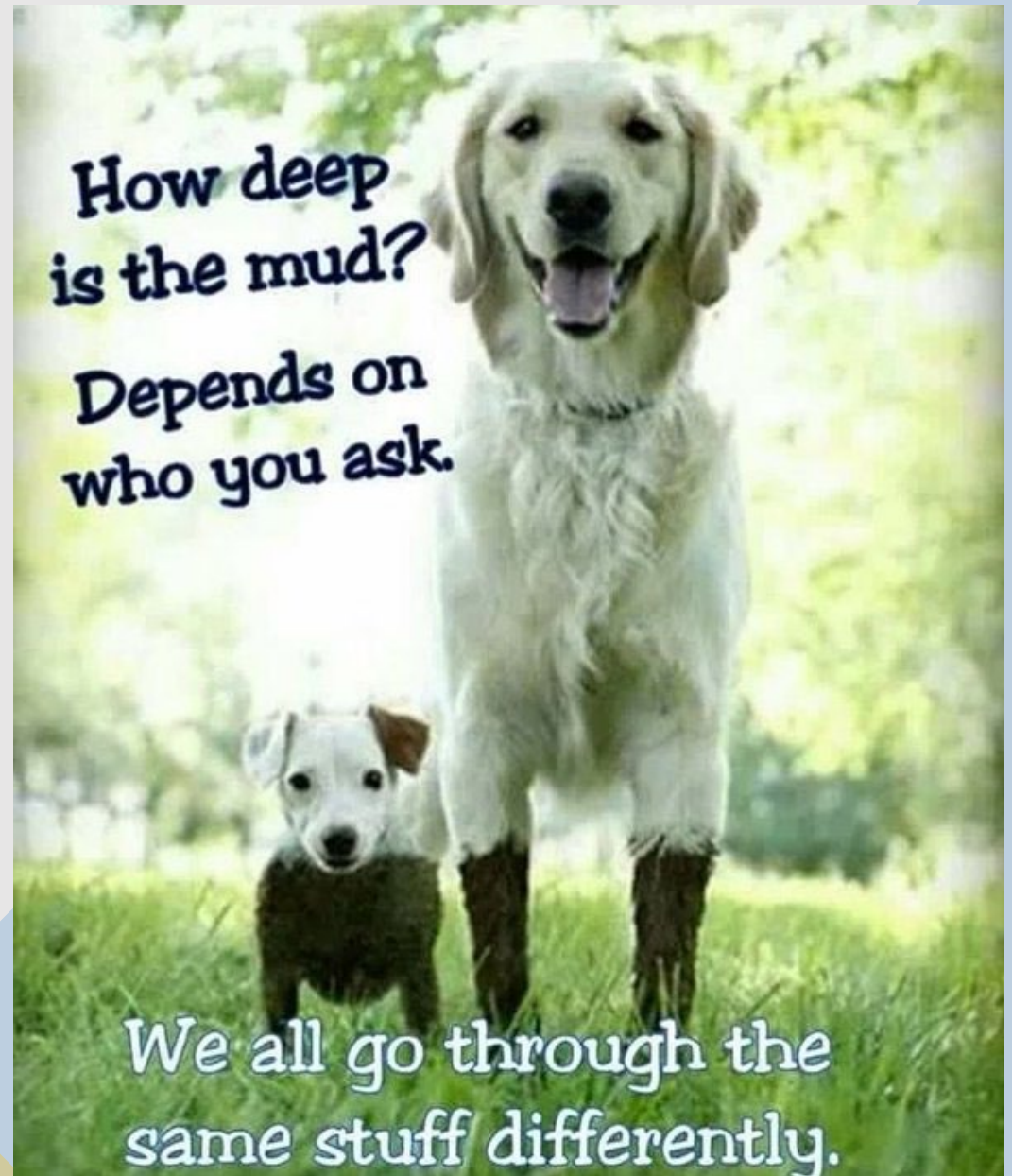


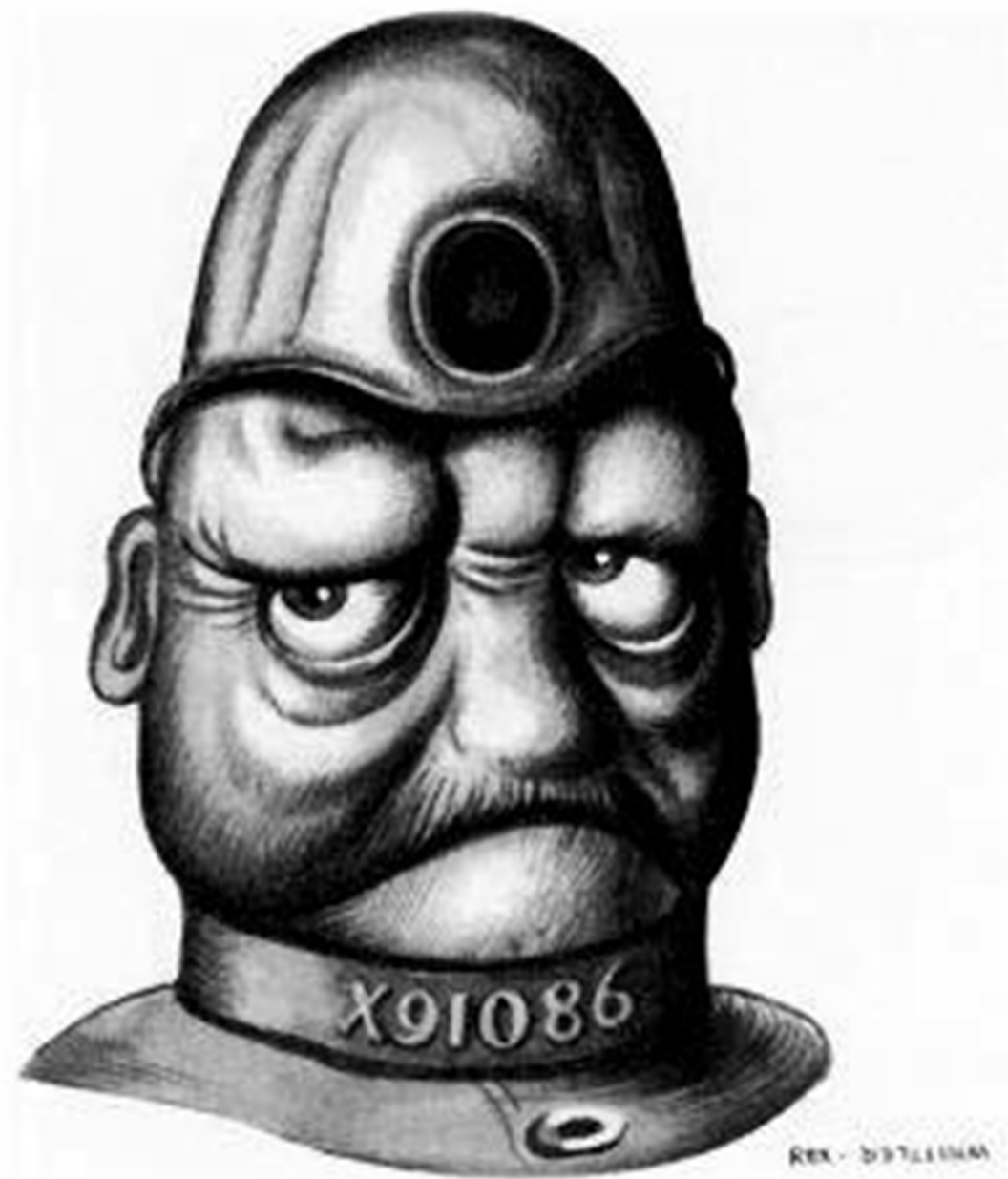


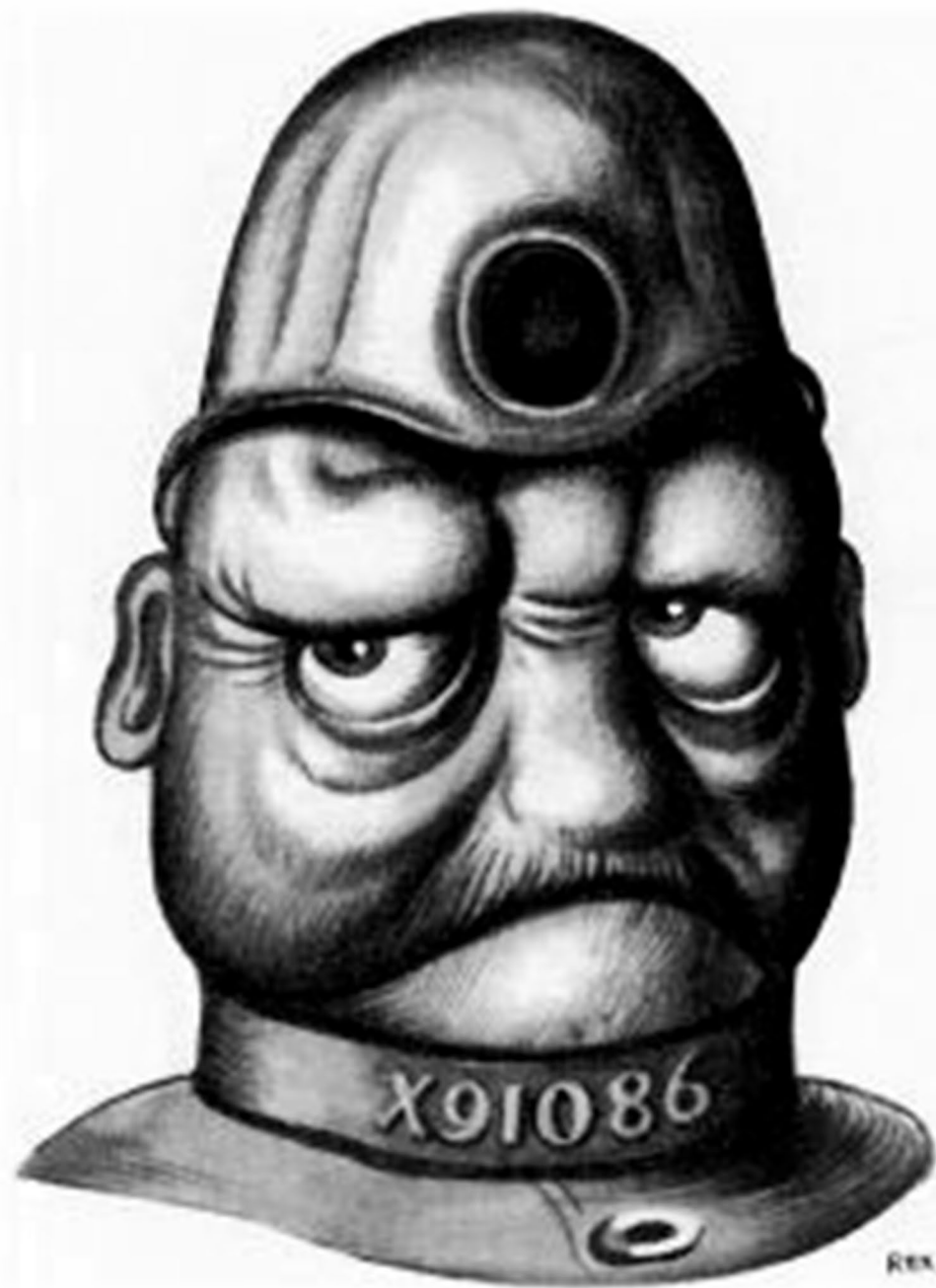
~~Math R. Shyn~~

Math R. Shyn

Context – Thinking
INTENTIONALLY
about the
environment and
those within said
environment.







REX - DUTLIN



Self – being aware of yourself
in terms of your abilities and
emotion

- Emotional Self-Perception
- Emotional Self-Control
- Authenticity
- Healthy Self-Esteem
- Flexibility
- Optimism
- Initiative
- Achievement







This is Sally and Les.
They are my parents.
This is their first 5K!

Others – being aware of your relationship with others and the role they play in the leadership equation

- Displaying Empathy
- Inspiring Others
- Coaching Others
- Capitalizing on Difference
- Developing Relationships
- Building Teams
- Demonstrating Citizenship
- Managing Conflict
- Facilitating Change



CROSS-CULTURAL PERSPECTIVES

Self Awareness ~ Knowledge - Skills





- “Worldviews are **learned** ways of perceiving one’s environment and, as a result, can become salient factors in shaping the way that individuals **perceive and respond to individuals and events** in their environment” (Brown & Landrum-Brown, 1995).
- “Different **worldviews** affect the supervisory process” (Page, 2003).

Daniel Goleman's (1995) Five Key Elements to EI

SELF

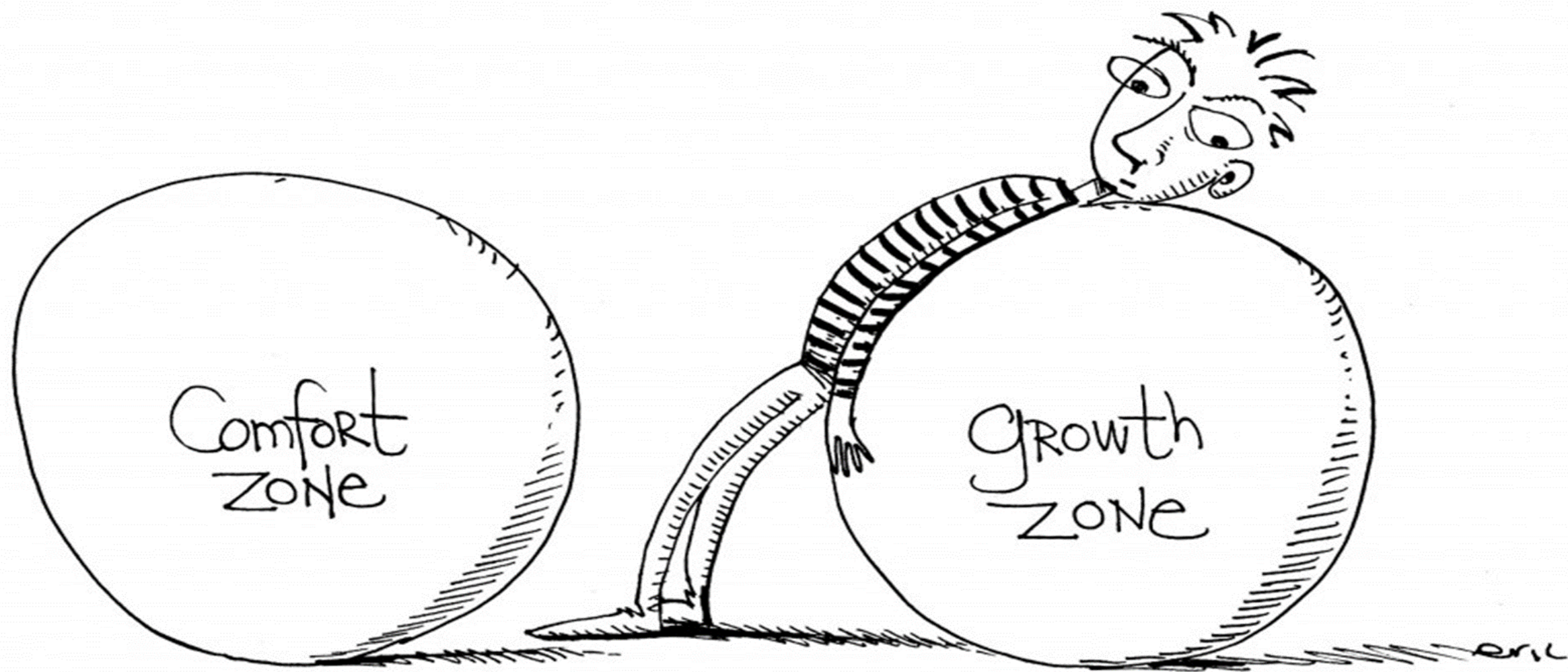
[Self-awareness ~ Self-regulation ~ Motivation] ~ Empathy ~ Social skills



TOUGH MUDDER







Lean...

Final Thoughts?...and Thank You!!!

What short, mid-, and long-range goals will you create for yourself to increase your EI? What metrics will you use to measure success?

What will you commit to focus on to grow your Consciousness of Self?

How will you increase your EI to build teams, coach others, increase empathy, resolve conflicts, etc.?

How will you recognize new and innovative ways to analyze groups and assess new environments?

For more information, please contact me at:

Matthew R. Shupp

mrshupp@ship.edu