Leadership

Emotional Intelligence Overview

The 4th and 8th Competencies of Leadership

Participant Guide and Reference Material
Version 11.0-2016 Revisions

DiSCoverSEE
Online Learning Academy

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Thank you for choosing **Soaring Eagle Enterprises** as your learning and development provider and welcome to **Emotional Intelligence** the fourth and eighth competencies of outstanding leadership.

During this journey into leadership, we will be focusing on:

• Gaining some baseline information about the science of emotional intelligence and how it applies to leadership.
• Understanding yourself through an analysis of your emotional composition and tendencies.
• Learning how to obtain information to see behavioral blind spots.
• Build on key skills such as confidence, resilience and self-regulation.

Please take some time and review the following introductory pages and meet our team and look at resources available to support you, both during this program and after.

We will work very hard to create a spirited and upbeat learning environment. Please help us by:
• Wear your name tag or place your name card forward.
• Turn off or silence your mobile phones and other devices.
• Put away your tablets and laptops.
• Be ready to start on time including returning from breaks.
• Participate openly and with confidence that our interactions will not be repeated.
• Keep an open mind and see how you can incorporate these skills.
• Relax and have fun.

Throughout the program, please feel free to ask any questions, seek any assistance or to request any guidance that you may need. It is your participation that will make this program valuable and your insights are always welcomed.

Again, thank you for choosing **Soaring Eagle Enterprises** and we look forward to getting to know you better during this learning journey.

Sincerely,

Tim Schneider
President and Founder

Katie Meeks
Vice President Online Education

The team at Soaring Eagle Enterprises that produced and will facilitate this program includes:

Tim Schneider is the President and Founder of **Soaring Eagle Enterprises** and one of the most sought after speakers, coaches and trainers in the western United States. He has a doctoral degree in organizational development, an MBA, and a BS/BA in finance. As a certified master trainer in leadership development, teamwork, and customer service, he has conducted thousands of sessions in all fifty states and is a member of the American Society for Training and Development, Society for Human Resource Management, International Association of Facilitators and Organizational Development Network. Author of *Leadwell-The Ten Competencies of Outstanding Leadership* and *Beyond Engagement*, he is also an avid baseball player, outdoorsman and corgi dad.

Katie Meeks is the Vice President of Online Education for **Soaring Eagle Enterprises** and is the architect for **Discover SEE Academy**. She specializes in the development and delivery of highly engaging online programs. Katie is also very skilled at delivering coaching, leadership development and professional learning for a wide variety of industries. Prior to joining **Soaring Eagle Enterprises**, Ms. Meeks was a successful entrepreneur developing skills in communications, technology and sales. She has over 15 years of progressive growth in her own business, helping small businesses with marketing and in house management solutions as well as assisting with successful investments. With great experience and a spirited approach, Katie shares her enthusiasm for both personal and professional success.

Steve Forst
Senior Facilitator

Polly Walker
Senior Facilitator

Meet more **Soaring Eagle Enterprises'** team members at **www.discoverSEE.com.**

No man is fit to command another that cannot command himself.

William Penn

It is not by whining that one carries out the job of leader.
Napoleon I

When dealing with people, remember you are not dealing with creatures of logic but with creatures of emotion.
Dale Carnegie

A man cannot be comfortable without his own approval.
Mark Twain

There are limits to self-indulgence, none to self-restraint.
Gandhi

Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself.
William Faulkner

The worst ruler is one who cannot rule himself.
Cato the Elder

You cannot be a leader, and ask other people to follow you, unless you know how to follow too.
Sam Rayburn

It's Not the Mountain We Conquer -- but Ourselves.
Sir Edmund Hillary

When three people call you an ass, put on a bridle.
Spanish Proverb

I'm a great believer in luck, and I find the harder I work the more I have of it.
Thomas Jefferson

The wise are always at peace.
Arabic Proverb
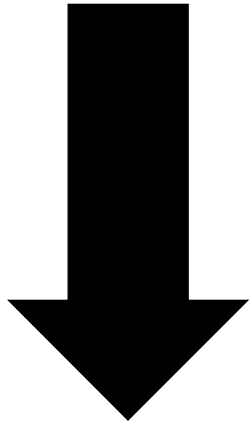
All necessary truth is its own evidence.
Emerson

The emotional brain responds to an event more quickly than the thinking brain.
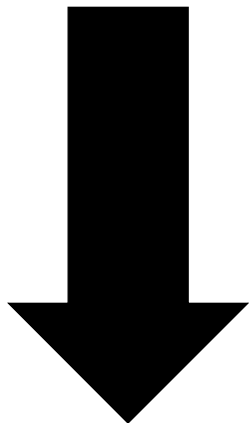Daniel Goleman

Emotions

DRIVE

Attitudes and Beliefs

WHICH DRIVE

Behaviors

Emotional intelligence (EQ) refers to the emotional impact on our behaviors. It encompasses our beliefs, values, attitudes, and ultimately, our behavior. It is central to how we carry ourselves, how we relate and react to others, how we handle challenges, stress, success and failure, and how we function one-on-one and in a group.

Emotional Intelligence is categorized into two major subsets; personal and social competence, which encompass different skill sets. These skill sets together make up EQ, and similar to any other essential job skill, we must learn, practice and develop our emotional intelligence competencies.

Personal Competencies

Self Awareness
Emotional Awareness
Self Confidence
Self Assessment

Self Regulation
Self Control
Trustworthy
Conscientiousness
Flexible
Innovativeness

Self Motivation
Initiative
Commitment
Optimism
Orientation to Achievement

Social Competencies

Social Awareness
Empathy
Appreciation for Diversity
Service to Others
Develops Others

Social Skills
Communication
Leadership Skills
Influential
Team Builder
Change Agent
Relationship Builder

Emotional Intelligence Overview-6

Emotional Intelligence

Personal Competencies

Self Awareness and Understanding

Self Regulation

Self Motivation

Social Competencies and Relationships

Social Awareness

Social Skills

Relationship Power
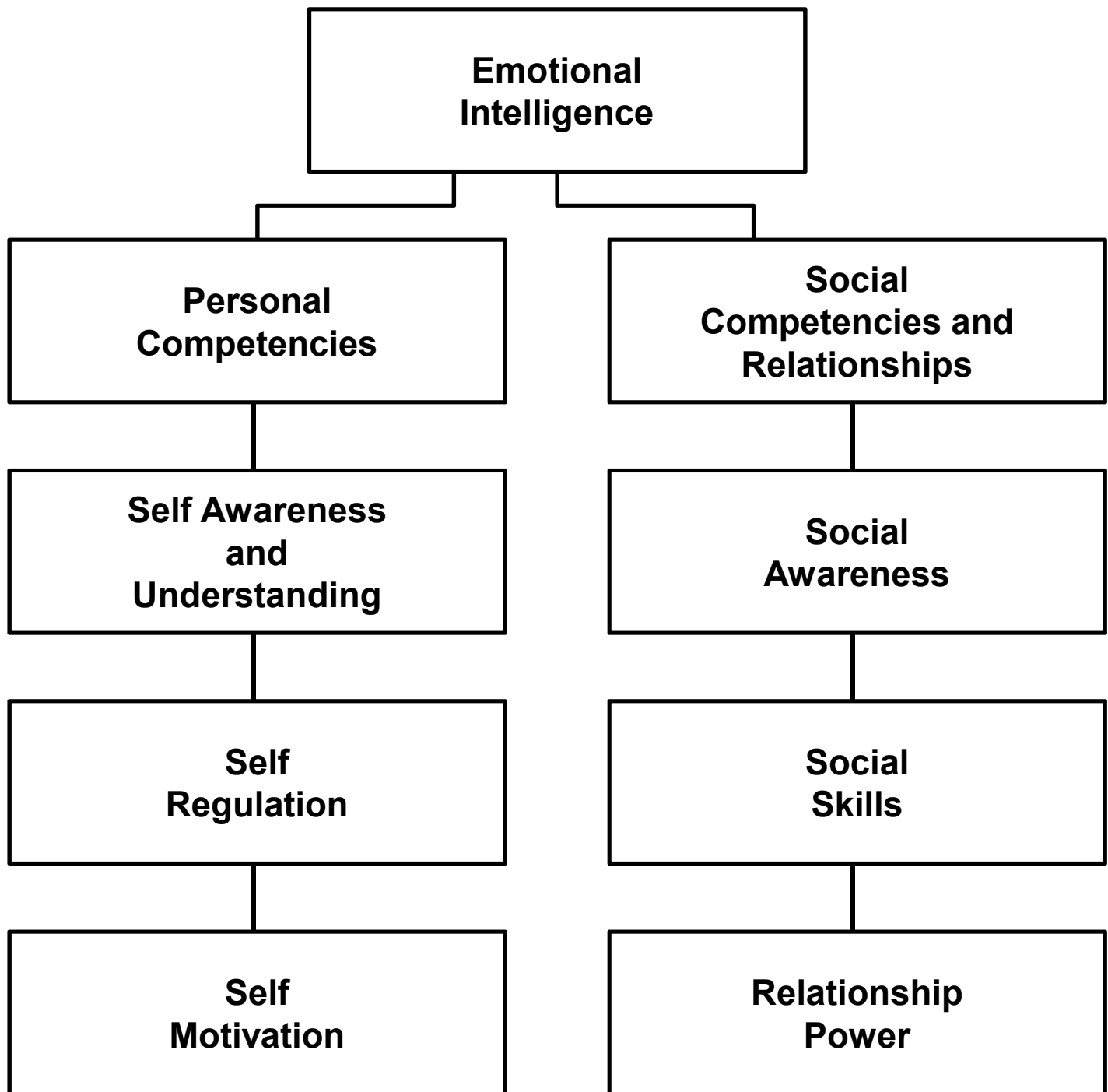
- 80% of all decisions and reactions are based on emotional responses. Only 20% are logically processed.

- EQ impacts organizational climate and ultimately affects productivity and success.

- Team member and customer loyalty, trust, dedication, and values all are based on emotion.

- Successful managers understand the impact of emotional intelligence and actively manage their emotional composition.

- In a multinational consulting firm, partners who showed high emotional intelligence competencies earned 139% more than did the lower EQ partners.

- American Express advisors who completed emotional competence training increased business 18.1% and 90% of those who took the training reported significant improvements in their sales performance.

- After supervisors in a manufacturing plant received training in emotional competencies, lost-time accidents were reduced by 50%, formal grievances were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by $250,000.

- Top performing sales clerks are 12 times more productive than those at the bottom and 85% more productive than an average performer. About 1/3 of this difference is due to knowledge and skill while 2/3 is due to emotional intelligence.

- 7% of leadership success is attributable to intellect. 93% of success comes from trust, integrity, authenticity, honesty, creativity, presence, and resilience.

- Team members who have strong self-management skills cope better with work pressures and are less likely to miss work.

- 85-95% of the difference between a "good leader" and an "excellent leader" is due to emotional intelligence.

- Emotional intelligence effects reasoning and consequently, problem solving and decision making.

People with good self management:

- Exhibit confidence.
- Inspire others.
- Are aware of individual strengths and weaknesses.
- Empathize.
- Are in tune with the emotions of their team members.
- Make thoughtful decisions.
- Persevere despite obstacles.
- Perceive challenges as opportunities.
- Consistently maintain an upbeat demeanor.
- Value conflict that is managed effectively.
- Take responsibility rather than assign blame.
- Prioritize tasks and manage time.
- Build relationships and networks.
- Communicate.
- Speak confidently to large and small groups.
- Are flexible and comfortable with change.

People with poor self management:

- Appear weak, unsure of self and others.
- Over or underestimate their ability and that of others.
- Are not comfortable dealing with emotion and feelings.
- Can appear abrasive and uncaring.
- Procrastinate decision making.
- Give up when faced with obstacles.
- Assign blame.
- Perceive challenge as insurmountable.
- Avoid conflict.
- Are prone to being moody or volatile.
- Appear unprepared and rushed.
- Fear speaking in front of a group.
- Are inept at building relationships and networks.
- Fall to pieces when under stress or pressure.
- Fear and resist change.
- Lack balance and stability.

Emotionally intelligent leaders demonstrate:

- **Self-Awareness**
  - Aware of emotions.
  - Able to accurately assess strengths and weaknesses.
  - Self-confident.

- **Self-Management**
  - Keeps disruptive emotions under control.
  - Ready to seize opportunities.
  - Desire to achieve excellence.
  - Honest and trustworthy.
  - Flexible.
  - Optimistic.

- **Social Awareness**
  - Empathic.
  - Understands organizational politics.
  - Wants to help others.

- **Relationship Management**
  - Able to inspire and influence others.
  - Builds collaborative teams.
  - Cultivates personal relationships.
  - Manages conflict.
  - Encourages change.
  - Develops other people.

Leadership Success Requires:
- Honest appraisal of strengths and weakness.
- Flexibility in leadership style to accommodate different situations.
- Adaptability to quickly change leadership styles as the situation changes.
- Consideration of the nature of the work to be done.
- Modification In style based on the skill level of team members.
- Development of relationships with team members.
- Willingness to adapt to individual and collective needs.
- Competence in applying various leadership styles.
- Ability to assess development level and needs of others.

Self-Awareness

1. Emotional Awareness
   - a.   Understands the impact of emotions on behaviors.
   - b.   Understands personal emotions and emotional patterns.
   - c.   Reviews the link between emotions and personal performance.

2. Self-Assessment
   - a.   Uses personality assessments to identify strengths and challenges.
   - b.   Solicits honest feedback about performance and interactions.
   - c.   Reconciles personal view and perceptions of others.

3. Self-Confidence
   - a.   Maintains a presence driven by strength of personality.
   - b.   Presents unpopular but correct opinions and decisions.
   - c.   Develops a "can do" demeanor and approach.

Self-Regulation

1. Self-Control
   - a.   Maintains composure in difficult situations and challenges.
   - b.   Thinks clearly through the fog of emotion.
   - c.   Aggressively manages impulsive emotions and negative feelings.

2. Trustworthiness
   - a.   Interactions, decisions and transactions are ethical and above reproach.
   - b.   Openly admits mistakes and misjudgments.
   - c.   Builds trust with reliability by being genuine and honest.

3. Conscientiousness
   - a.   Remains accountable for personal performance. No excuse making.
   - b.   Takes pride in work quality and checks performance.
   - c.   Devotes time to the organization.

4. Flexibility
   - a.   Adapts style and approach depending on the situation.
   - b.   Seamlessly moves between shifting priorities and demands.
   - c.   Views each issue and event with perspective for all sides.

5. Innovativeness
   - a.   Encourages the use of new methods and skills.
   - b.   Solicits the creative ideas and solutions from others.
   - c.   Embraces risk taking.

Self-Motivation

1. Drive for Achievement and Results
   - a. Results driven and not focused on methods.
   - b. Consistently challenges and measures self.
   - c. Works towards improving personal performance.

2. Commitment
   - a. Makes personal sacrifices for larger organizational objectives.
   - b. Seeks opportunities to assist the organization in achieving objectives.
   - c. Finds personal purpose in achieving organizational objectives.

3. Initiative
   - a. Proactively seeks out and seizes opportunities.
   - b. Builds processes that reduce red tape and increase efficiency.
   - c. Never accepts the status quo.

4. Optimism
   - a. Views setbacks and obstacles as challenges and opportunities.
   - b. Persists in moving forward towards objectives.
   - c. Demonstrates a positive and upbeat demeanor.

Social Awareness

1. Empathy
   - a.   Demonstrate sensitivity to the needs and perspectives of others.
   - b.   Listens carefully to people and is attentive to emotional cues.
   - c.   Understands and appreciates value of input from others.

2. Service to Others
   - a.   Offers assistance when needed and requested.
   - b.   Treats team members as primary customers.
   - c.   Seeks methods to improve service to others.

3. Developing Others
   - a.   Mentors and trains team members to develop skills and strengths.
   - b.   Challenges team members in performance and career satisfaction.
   - c.   Provides positive and corrective feedback appropriately.

4. Embracing Diversity
   - a.   Appreciates the value of diversity to the organization.
   - b.   Aggressively confronts prejudice, intolerance, and bias.
   - c.   Builds relationships with even the most diverse team members.

5. Global Orientation
   - a.   Understands the big picture of the organization.
   - b.   Accurately detects power relationships and networks.
   - c.   Develops awareness of organizational and external realities.

Social Skills

1. Communication
   - a.   Listens effectively and focuses on emotional cues in dialog.
   - b.   Manages verbal and non-verbal tone packages.
   - c.   Encourages mutual exchange and dialog.

2. Influence
   - a.   Modifies presentation style to appeal to various audiences.
   - b.   Utilizes events and issues to make points.
   - c.   Remains likeable even if the message is not.

3. Leadership
   - a.   Inspirational leader that team members embrace and rally around.
   - b.   Arouses enthusiasm in others and articulates the battle cry.
   - c.   Provides a positive model for desired behaviors.

4. Agent of Change
   - a.   Acknowledge team members' anxiety related to change.
   - b.   Assists in communicating the value of change.
   - c.   Assists in removing obstacles and challenges to change.

5. Manage Conflict
   - a.   Recognizes potential conflicts and strives to prevent escalation.
   - b.   Encourages peer based problem solving and mediate as needed.
   - c.   Utilizes diplomacy and tactfulness in working through tough situations.

6. Relationship Building
   - a.   Cultivates, nurtures, and maintains an extensive network of relationships.
   - b.   Invests significant amounts of time in relationships.
   - c.   Understands relationships are the root of personal power.

7. Collaboration and Cooperation
   - a.   Openly shares information, plans and objectives.
   - b.   Compromises personal objectives for the good of others.
   - c.   Promotes an environment of working with others.

8. Team Building
   - a.   Demonstrates the characteristics of a good team member.
   - b.   Participatory style of developing vision and objectives.
   - c.   Solicits team input and dialog.

Feedback:

1. Seek honest feedback from a wide variety of people.
2. Look for information from both critics and fans.
3. Solicit feedback from key stakeholders.
4. Solicit feedback from customers.
5. Solicit feedback from subordinates.

Assessments:

1. Use assessment data for baseline personality and behavioral information.
2. Discover blind spots and unseen behaviors.
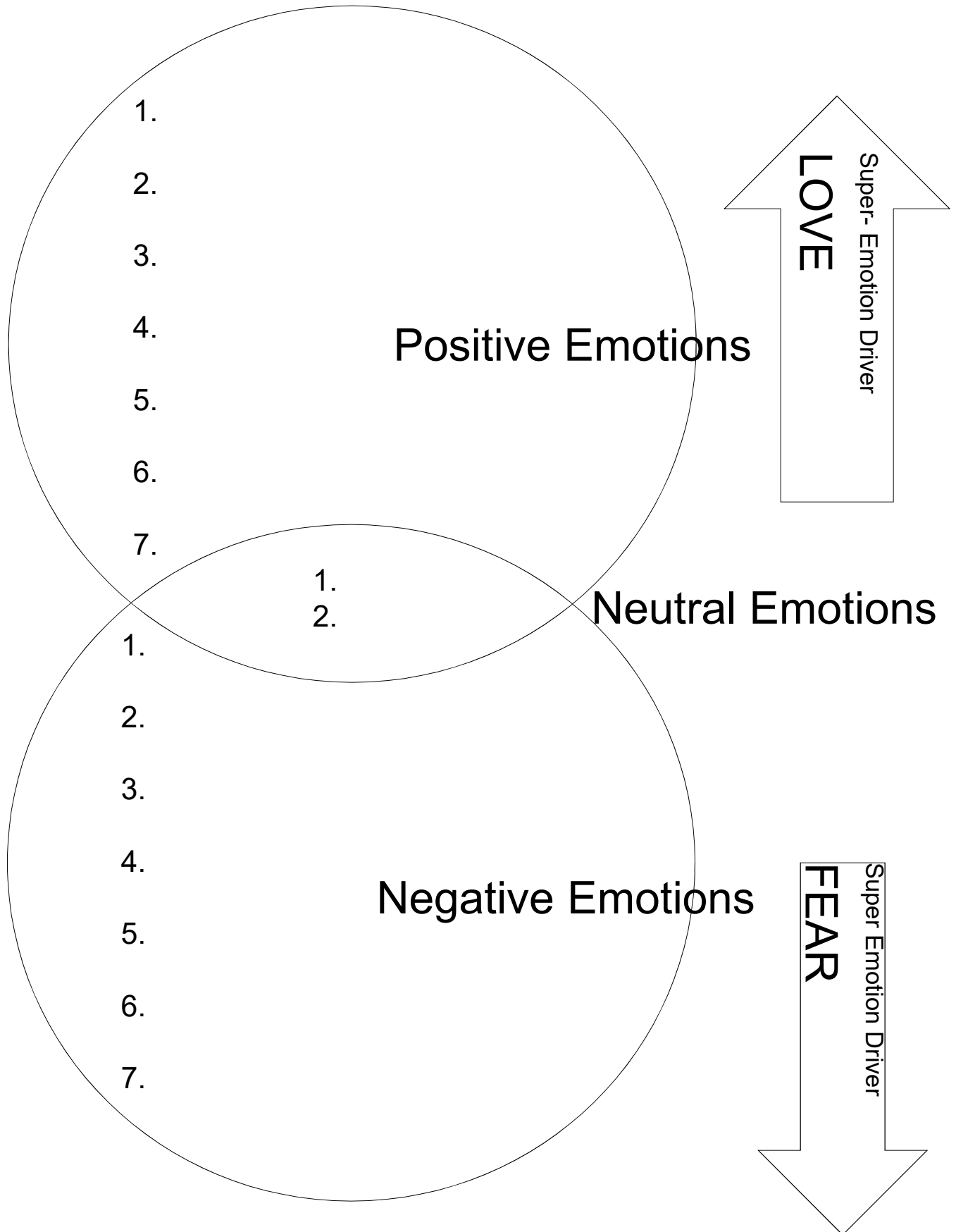3. Utilize multiple assessments for best overall picture.

Self-Honesty and Openness:

1. Accept the information received as either accurate or a possible perception.
2. Do not be anxious to dismiss the information because of the source.
3. Do not accept the positive without embracing the challenges.

Leadership and Self-Awareness:

1. Leaders Understand Themselves and Their Leadership Style

2. Leaders Understand the Impact of Their Style on Others

3. Leaders Understand Their Environment and Needs of the Team

4. Leaders Solicit Feedback on Their Leadership Style

5. Leaders Consistently Look to Tune Their Style

Positive Emotions

1.

2.

3.

4.

5.

6.

7.

LOVE — Super- Emotion Driver

Neutral Emotions

1.
2.

1.

Negative Emotions

2.
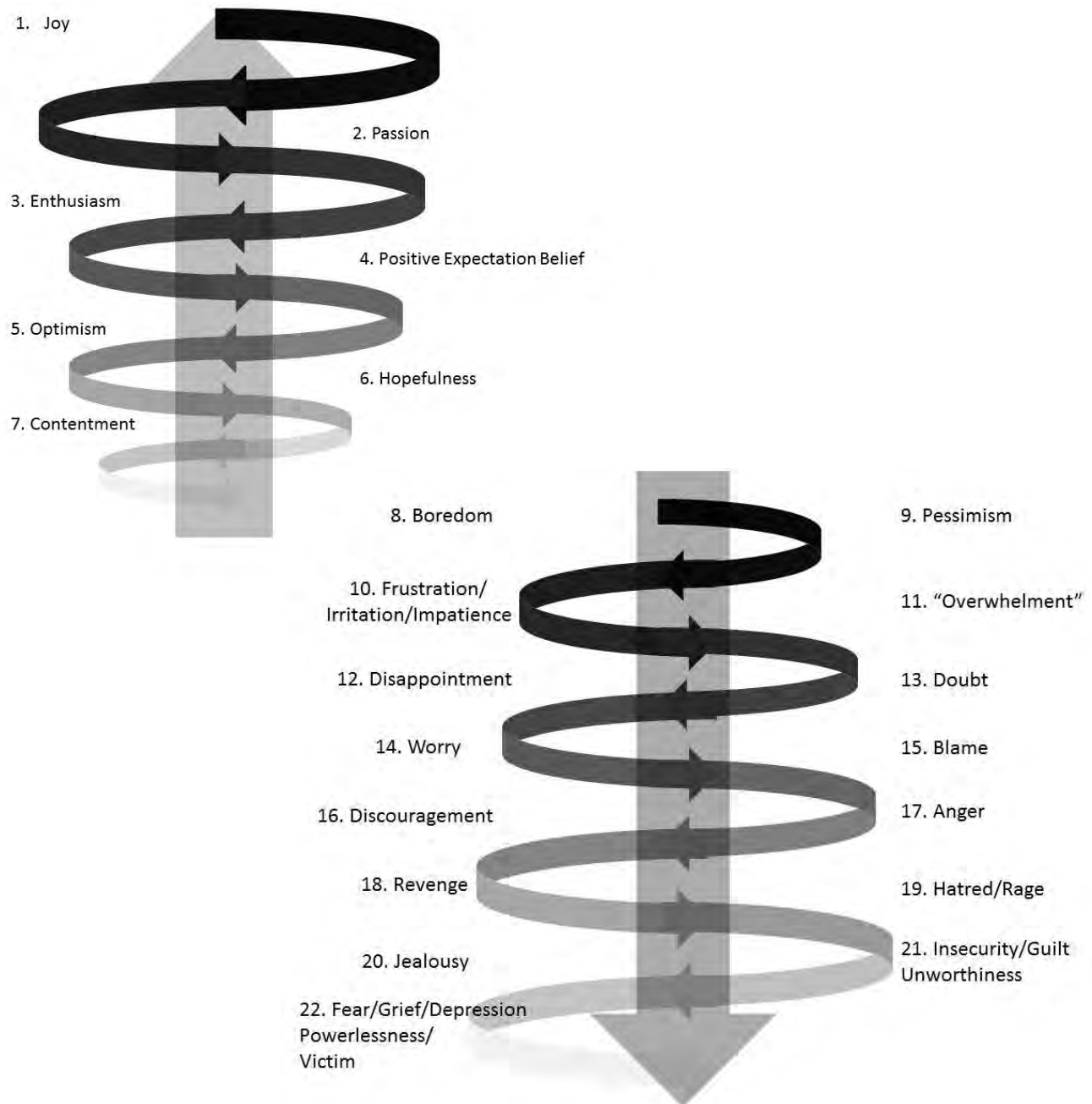
3.

4.

5.

6.

7.

FEAR — Super Emotion Driver

Emotional Awareness:

1. Understand and analyze your emotional composition.
2. Identify your predominant emotions and secondary emotions.
3. Know your emotional trigger events (what events prompt emotional responses).
4. Know your hot button events. Hot buttons are those events that trigger a sharp and quick emotional response, usually anger.
5. Check back frequently because emotions evolve and change.

1. Joy

2. Passion

3. Enthusiasm

4. Positive Expectation Belief

5. Optimism

6. Hopefulness

7. Contentment

8. Boredom

9. Pessimism

10. Frustration/ Irritation/Impatience

11. "Overwhelment"

12. Disappointment

13. Doubt

14. Worry

15. Blame

16. Discouragement

17. Anger

18. Revenge

19. Hatred/Rage

20. Jealousy

21. Insecurity/Guilt Unworthiness

22. Fear/Grief/Depression Powerlessness/ Victim

Joy

Optimism

Enthusiasm

Content/Neutral ━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━

Frustration

Anger

Jealousy/Hate

Hours   1   2   3   4   5   6   7   8   9   10   11   12   13   14   15   16   17   18

Instructions: Place a dot above every waking hour that describes your emotional state/condition/feeling for that hour. Connect the dots to form a graph. Then please answer the following:

1. What does the graph tell you about your emotional composition?
_____
_____
_____
_____

2. What occurred to trigger some of the low points?
_____
_____
_____
_____

3. How did you recover from the low points?
_____
_____
_____
_____

4. What occurred to trigger some of the high points?
_____
_____
_____
_____

5. Go back and review your response in question 1.

▪ Leaders must understand themselves before they can understand their team members and apply the appropriate leadership style. They must recognize their strengths, weaknesses, communication style, tendencies, and values.

▪ In addition to self-awareness, leaders must consider the image they project and how others perceive them.

▪ The Johari Window is a tool used to develop a great self-awareness. It is a conceptual model for describing, evaluating, and predicting aspects of interpersonal communication and interaction through the windowpanes we present and receive information about others and ourselves.

	Known to Self	**Not Known to Self**
Known to Others	Quadrant One: Open Self **Public Area**	Quadrant Two: **Blind Spots**
Unknown to Others	Quadrant Three: **Private**	Quadrant Four: **Unknown**

- **Quadrant One: Open Self**
  - Free activity or public area.
  - Behavior and motivation known to self and known to others.
  - Commonly held knowledge points.

- **Quadrant Two: Blind Area**
  - Where others can see things in us.
  - We are unaware of the behavior or characteristic and unaware of the impact it has on others.

- **Quadrant Three: Avoided Or Hidden Areas**
  - Represents things we know but do not reveal to others.
  - Hidden agendas or matters about which we have sensitive feelings.
  - Private matters.
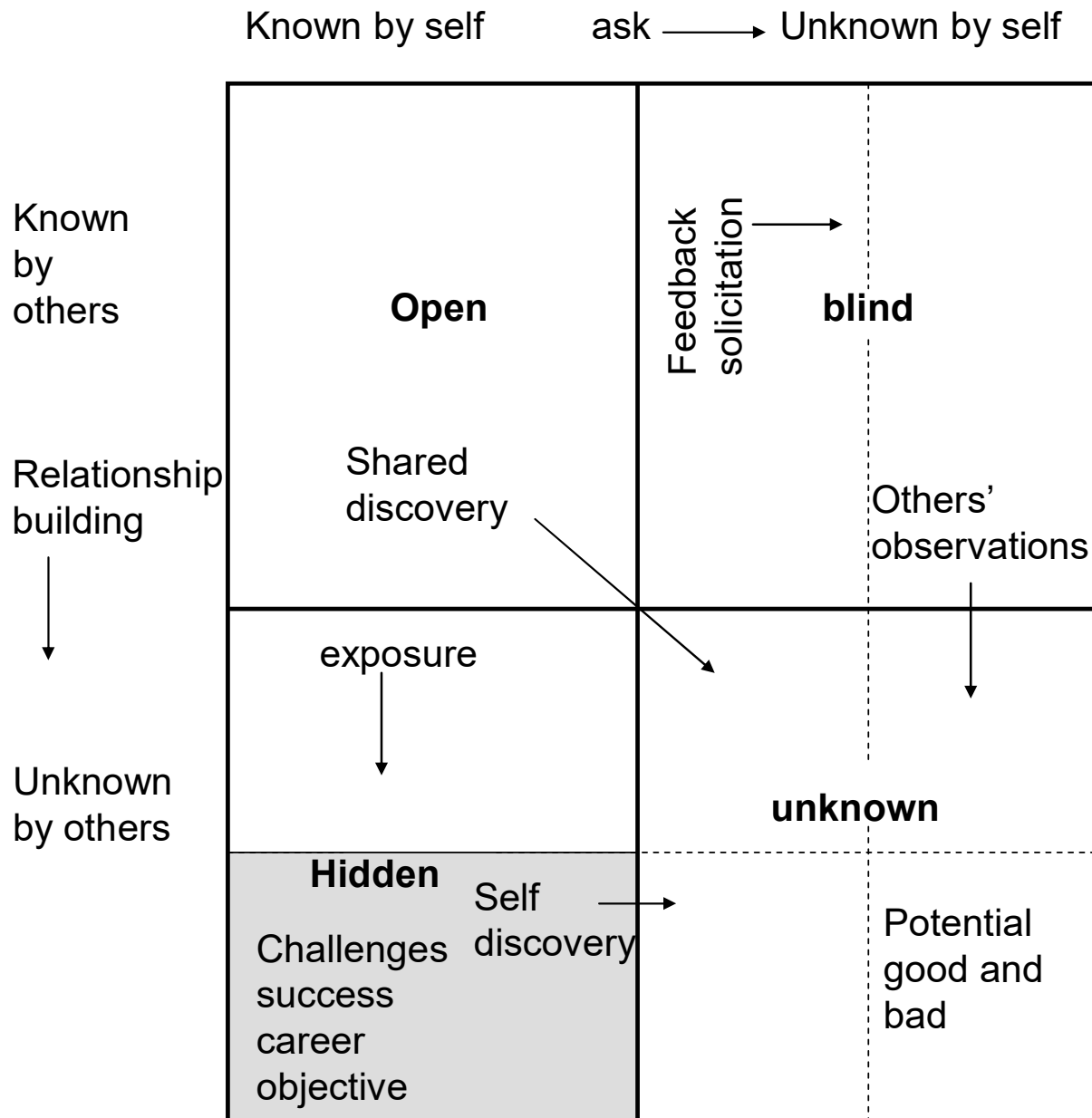
- **Quadrant Four: Areas Of Unknown Activity**
  - Neither the individual nor others are aware of certain behaviors or motives.
  - These behaviors and motives may be influencing our relationship.
  - May be good or bad potential.

- **Principles Of Change Within The Johari Window**
  - A change in any one quadrant will affect all other quadrants.
  - Threat tends to decrease awareness.
  - Mutual trust tends to increase awareness.
  - Forced awareness and exposure is undesirable and usually ineffective.
  - Interpersonal learning causes a change. Quadrant I increases, causing one or more of the other quadrants to decrease in size.
  - The smaller the first quadrant, the poorer the communication.
  - There is universal curiosity about the unknown area; but this is held in check by custom, social training, and by fear.
  - Sensitivity means appreciating and respecting the desire of others to keep some things private.
  - Learning about group processes helps to increase awareness (larger Quadrant I) for the group as a whole as well as for individual members.

Johari's Window Model

Known by self   ask ⟶ Unknown by self

Known
by
others

Open   **blind**

Feedback
solicitation ⟶

Relationship
building

Shared
discovery

Others'
observations

exposure

Unknown
by others

unknown

Hidden   Self
              discovery ⟶

Challenges
success
career
objective

Potential
good and
bad

Definition:

Confidence is generally described as a state of being certain, either that a prediction is correct, or that a chosen course of action is the best or most effective given the circumstances. It is an assurance: freedom from doubt; belief in yourself and your abilities; a feeling of trust (in someone or something); "I have confidence in our team"; or a trustful relationship;

Source:

Confidence is an internally generated characteristic that comes from a reconciliation of the consequences of failure. Many people process this very quickly and appear confident to the outside world. Many other people get stuck in this reconciliation or they are not comfortable with the consequences and they appear to lack confidence.

Other contributors to confidence include:
1. History of successes.
2. History of failures or mistakes.
3. Environmental support for risk and mistakes.
4. Environment of hyper-criticality.
5. Lack of positive feedback for good decisions.

Warning Note:

Confidence is a great thing. When overused or used in extremes it can appear to be arrogant, aloof, stubborn and unapproachable.

Ways to improve confidence include:

1. Remember past victories and successes.

2. Insure self-talk and imagery remains positive.

3. Avoid negative people.

4. Set short term, achievable objectives.

5. Avoid self-defeating language and predictions.

6. Overcome the fears of failure, embarrassment or success and remember that most fears are unreasonable.

7. Create daily, weekly and monthly action lists and track accomplishments.

8. Seek to understand critics and where their comments or perception originates.

9. Develop mutually supportive relationships that can aid in boosting confidence.

10. Find outside activities that provide satisfaction and positive feedback for accomplishment.

Sometimes, genuine confidence is difficult to summon. In those times, projecting confidence may be as important as having actual confidence.

Ways to project confidence include:

1. Dress well and manage your appearance.

2. Walk with a sense of purpose.

3. Lift your head and make eye contact.

4. Engage people and initiate conversations.

5. Use a firm handshake and smile.

6. Speak authoritatively and with strength.

7. Rebuff negativity and gossip.

Please rank each statement based on the degree of control and influence you have on the item. Use 5 for the greatest degree of influence and control and one for the least amount of influence and control.

Section 1:
_____ What my boss says or thinks.
_____ What my company does.
_____ What my family says or thinks.
_____ Traffic.
_____ Politics and national affairs.
_____ What others think of you.
_____ Names or labels that others use to describe you.
_____ Your next promotion or your next job.
_____ How people react when you tell them something they don't like.
_____ Pushy and rude people.

Section 1 Total: _____   Divided by 10: _____

Section 2:
_____ The words that you use.
_____ Your attitude.
_____ What you wear and how you wear it.
_____ How you respond to people.
_____ Your feelings.
_____ The quality and timeliness of your work.
_____ Pride in your work.
_____ Your integrity and ethics.
_____ What you believe in.
_____ How you treat other people.

Section 2 Total: _____   Divided by 10: _____

Which section had the higher average of influence and control? Which section had the lower degree of influence and control?

What did the individual sections have in common?

All people have a great deal that they are concerned about. All people have items in their lives that they can influence.

The gap between the circle of concern and the circle of influence is where stress exists. Stress is created because of the items in our lives in which we worry about but cannot influence.

There are two distinct strategies for dealing with stress using this model. First, reduce the amount of items that you worry about that you cannot influence. Secondly, and more importantly for those in leadership positions, increase the degree of influence exercised over situations.

The Sphere of Concern

The Sphere of Influence
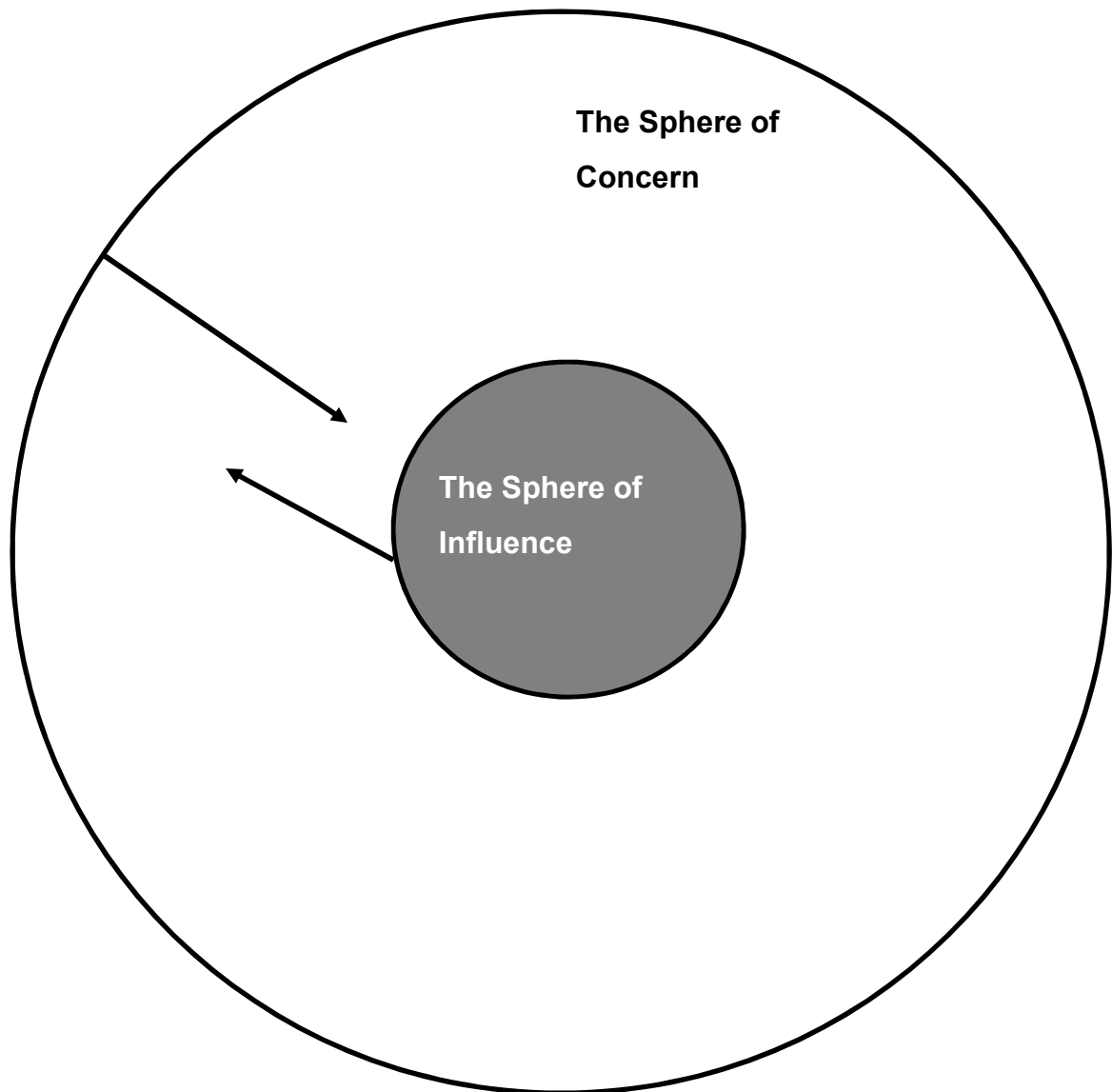
Within the major categories of self-regulation, below are steps to improve and grow:

Self-Control:

1. Avoid the need to be heard or speak up when you feel wronged or hurt.

2. Avoid impulses and urges that result in immediate gratification.

3. Look for longer term solutions and responses.

4. Understand and evaluate the impacts of your actions and words.

5. Avoid situations of hyper-emotionalism.

6. Avoid those situations and people that press "hot buttons" and emotional responses.

7. Look for compromise solutions.

8. Use "battle field cool."

Trustworthiness:

1. Meet deadlines.

2. Meet and exceed performance and quality of work expectations.

3. Maintain confidences.

4. Keep confidential information confidential and closely held.

5. Avoid any talk about others or gossip.

6. Maintain personal integrity and ethical values.

7. Avoid over-committing. Say "no" when necessary.

8. Provide trust to others. Trust is often reciprocal.

9. Become more accepting of other people's statements and take it more on face value rather than underlying message.

10. Do not place blame or point fingers.

Conscientiousness:

1. Take pride in work and work quality.

2. Provide more quality and more quantity that expected.

3. Check performance and seek feedback about work quality.

4. Work as if the whole world were watching and judging your work.

5. Devote time and attention to your work.

6. Critically review tasks and functions to see what can be performed better.

7. Review work before turning it in or passing it on.

Flexibility:

1. Discard the baggage of past methods and past approaches.

2. Review and understand the classic definition of insanity (doing the same thing and expecting different results).

3. Move between changing priorities and demands without comment or grumbling.

4. Become more open to other people's ideas and suggestions.

5. Appreciate different approaches and methods.

6. Review situations from an all-sided perspective.

Innovativeness:

1. Encourage the use of new approaches and methods.

2. Openly seek new approaches and methods.

3. Challenge existing processes and reasoning.

4. Embrace risk taking.

5. Avoid over-criticality of failed invention.

6. Praise the efforts of innovation.

Resilience is the ability to respond back to a productive and useful state after an incident or set-back. Many people, especially those in leadership positions, report their resilience has been hampered or reduced with increased time and stress on their jobs.

Steps to Improving Resilience:

1. Build and utilize relationships. People are the best possible support mechanism in times of difficulty. Rely on family, friends and co-workers.

2. Maintain physical health. A healthy system will greatly enhance the ability to respond.

3. Use humor as a coping skill. Laugh at the situation. Laugh at yourself and your response to the situation.

4. Provide assistance to others. Helping others often provides the esteem that aides in personal resilience.

5. Devote time and energy to other projects. A failure within a single focused individual can be devastating. Diversify your interests and seek satisfaction in other areas.

6. Obtain knowledge and history about the situation. Know about what to expect and past outcomes.

7. Avoid seeing difficult times as insurmountable. Difficult times pass as do successful times. All part of the circle of life.

8. Establish and maintain positive image and self-talk.

9. Maintain hope and optimism.

10. Accept and embrace change.

11. Continue headway towards longer term objectives. Even in chaos and difficulty, progress towards meaningful objectives.

12. Take decisive actions. Do not be a victim. Be active and do something.

13. Maintain perspective.

14. Keep routines during difficult times. Routines help grounding and grounding helps perspective. It is also a great distraction from difficulties.

As a characteristic, self-motivation is the power of an individual to drive towards results with little or no direction. It is also not relying upon external influences and feedback to maintain a result oriented approach.

Drive for Achievement:

1. Remain focused on results and not the methods or processes used to accomplish the results.

2. Set and track key performance objectives. Report progress when possible.

3. Set and track key individual growth and development factors.

4. Focus all energies and efforts toward the achievement of meaningful results.

5. Eliminate non-productive and tasks or events that are not related to the generation of results.

Commitment:

1. Challenge yourself to overcome the desire for personal comfort.

2. Devote more time than required into productive and work activities.

3. Attach and connect personal vision and purpose to the organization's vision and purpose.

4. Deliver on promises for actions and tasks. Finish what you start.

Initiative:

1. Seek out opportunities within and outside of the organization.

2. Look at all procedures and processes with an eye for improvement and betterment.

3. Propose new ways and new methods.

4. Never accept the current condition as the best condition.

5. Challenge existing practices and processes to find better methods.

6. Look for the unseen and not-obvious solutions and opportunities.

Optimism:

1. See the good in all situations and in all people.

2. Consistently find hope in difficult situations or time.

3. Rally others when times are difficult or tough.

4. Appreciate what you have and not what you want or think you should have.

5. Avoid comparisons to other people and other situations. Don't look with envy at the house on the hill.

6. Look at setbacks and obstacles as challenges and as inevitable in achieving objectives.

7. Remind yourself of purpose, vision, past accomplishments and times when you overcame challenges.

8. Add perspective. The sun came up. You are alive.

Definition

Empathy is the capacity to experience and relate to the feelings of others. It is a basic understanding of what someone is feeling. This is often expressed as "putting yourself in their shoes." Empathy is a respectful validation of another person's feelings or emotions.

Empathy is a basic human characteristic that is needed for a person to be caring and compassionate.

Types of Empathy

Cognitive empathy: we recognize what another person is feeling.

Emotional empathy: we actually feel what the person is feeling.

Compassionate empathy: we want to help the person deal with their situation and emotions.

Leaders practice effective cognitive empathy without compromising organizational needs or core values.

Empathy is Not Sympathy

Sympathy requires a subordination of needs or a compromise of what is needed. Empathy is understanding while sympathy makes a concession.

Improving Empathy

1. Listen effectively and actively.

2. Avoid assumptions and don't judge.

3. Place yourself in the narrative or situation.

4. Don't dismiss or diminish feelings.

5. Providing validating statements (i.e. I understand).

6. Make a conscious choice to slow down and practice empathy.

7. Preserve the dignity of other person.

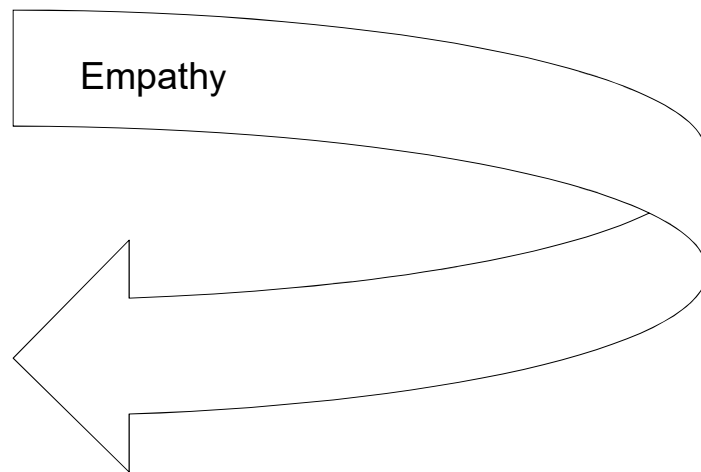8. Remember that these types of interactions are not about you.

Empathy is a bridge skill/technique between an emotional position and a business need or logical position.

Business Needs:

    Relocation
    Title Change
    Hour Change
    Staffing Levels

Empathy

Emotional Positions:

    Attachment to Cubicle
    Prestige and Ego
    Personal Needs
    Socialization Needs
    Basic Needs

Effective leaders are servants.

1. Recognize team members as customers.

2. Prioritize the requests of team members.

3. Prioritize providing formal and informal feedback to team members.

4. Prioritize communication with team members including one-on-one meetings, email follow-up and requests for time.

5. Do not speak poorly about external customers or team members.

6. Do not equate approachable, empathetic and nice to being soft or weak.

7. Uses the words of professional courtesy in all interactions.

8. Gives of self to mentor, serve the community and provides assistance when needed.

9. Subordinates self-interest and personal comfort for the benefit of others.

10. Open to ideas and suggestions about resource allocation, compensation and work effectiveness. Does not use budget as a crutch.

Professional Courtesy

Please

When you want something from a team member.
Has a significant impact on the tone of an interaction.

Thank You

The most powerful comment to a team member.
Subtle meaning of inviting loyalty.
Should be the last words heard by team members.

Excuse Me

When intruding or interrupting.
Can be used to redirect a difficult team member.

I'm Sorry

When something goes wrong.
When a team member does not get what they want.
Always use first person and don't be afraid to be wrong and win.

Areas of Difference and Diversity

Gender
Race
Age
Marital Status
Language
Religion
Political Affiliation
Sexual Orientation
Education
Position/Job/Title
Economic Status
Weight/Height
Health/Physical Abilities
Union/Non-Union
Lifestyle

Other Areas of Diversity to Consider

Different Rules Of Conversation
Different Rules Of Privacy
Different Understanding Of Self And Self-Esteem
Different Orientation To Others
Different Understanding Of Time
Different Understanding Of Human Activity
Different Orientation As To Sources Of Truth
Different Commitment To Schooling
Different Rules For Self-Control
Different Understanding Of Getting And Giving Respect
Different Appreciation of the Government and Police Functions

Self-Awareness

1. Acknowledge the presence of biases.
2. Understand that biases can be displayed in behaviors.
3. Understand that comments, jokes and validations suggest bias.
4. Acknowledge that your cultural background is not the only or prevailing way to do things. What's common to you might be odd to others.
5. Acknowledge that regardless of your experience or education, you are not an expert in other cultures or able to fully integrate within their community.
6. Understand that there is no bad culture.

Listen and Observe

1. Pay attention to your working environment and the people within it.
2. Look for and listen for the clues described previously.

Communicate Effectively

1. Manage body language and non-verbal messages to achieve neutrality.
2. Manage verbal tone to achieve neutral responses.
3. Manage communication frequency with evenness and equality to everyone in the working environment.

Learn

1. Make an honest attempt to learn more about the different cultures that you commonly have interaction with and serve.
2. Research cultural trends, norms and emerging issues affecting various cultures
3. Practice various interaction styles and skills with members of different cultures.

Economic Impact

1. If you want the business from all cultural influences and diverse backgrounds, you will appreciate team member diversity.
2. Understand that people want to do business with organizations that look like and feel like them.
3. Diverse background produce diverse suggestions, ideas and approaches.
4. Failure to support diversity in a rigorous manner may have severe legal and compliance consequences.

Global Orientation

1. Understanding of overall organizational mission, functions and objectives.

2. Seeing the impact of individual business units and actions on the overall organization.

3. Clearly sees the impact of actions and inactions on the organization in totality.

Enhancing Global Orientation

1. Review performance reports and financial statements to obtain perspective on importance and overall impact.

2. Note and document stakeholder populations.

3. Chart connectivity of functions and connectivity to organizational functions.

4. Solicit input from others (stakeholders) in key decisions and choices.

5. Connect business unit activities to organizational vision and mission.

6. Build relationships outside of the narrow confines of your business unit (networking).

Personal Global Orientation Improvement

1. Read the news and follow current events.

2. Learn about competitors and their business model.

3. Learn about diverse businesses and their practices.

4. Leave local confines and observe other cultures and practices.

5. Practice legitimate cognitive empathy and recognize other people's perspective.

6. Cease viewing situations as absolute right or absolute wrong.

Attitude, to me is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do.

It will break a company, a church or a home.

The remarkable thing is we have choice every day regarding the **attitude** we will embrace for the day.

We cannot change our past. We cannot change the fact that people will act in a certain way. We cannot change the inevitable.

The only thing we can do is play on the one string we have, and that is our **attitude**. I am convinced that life is 10% what happens to me and 90% of how I react to it. And so it is with you.

We are in charge of our **attitudes**.

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