

Sandia Managers' Meeting

Resonant Leadership & Emotional Intelligence (EQ)

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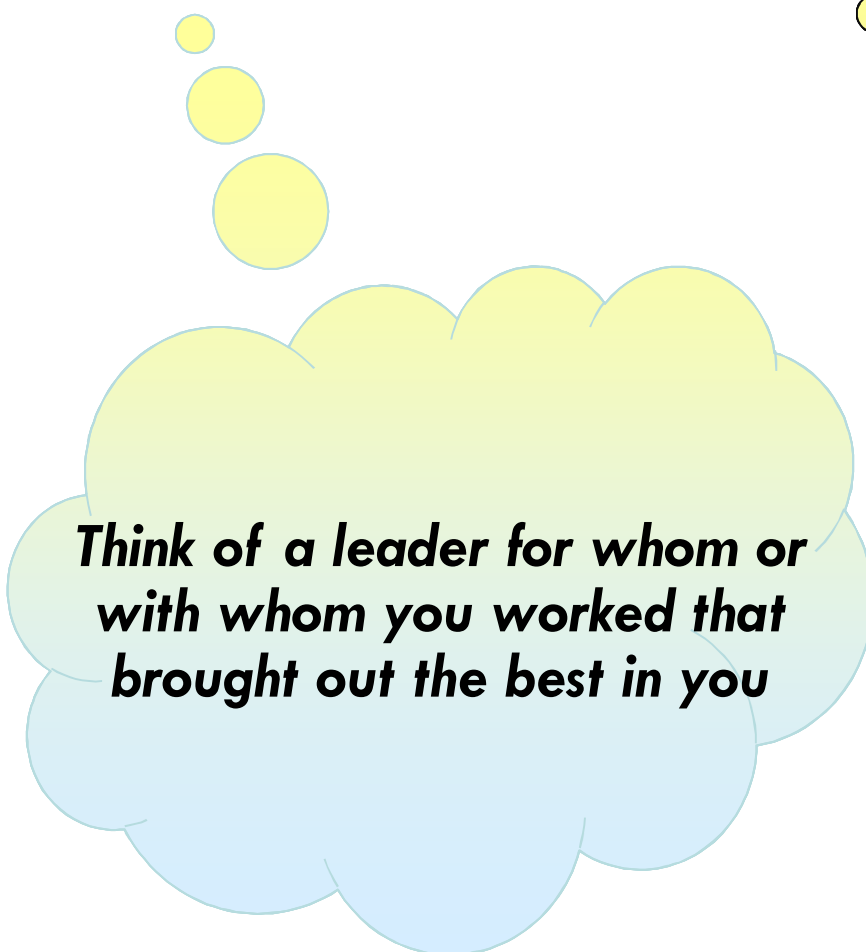


*Exceptional
service
in the
national
interest*

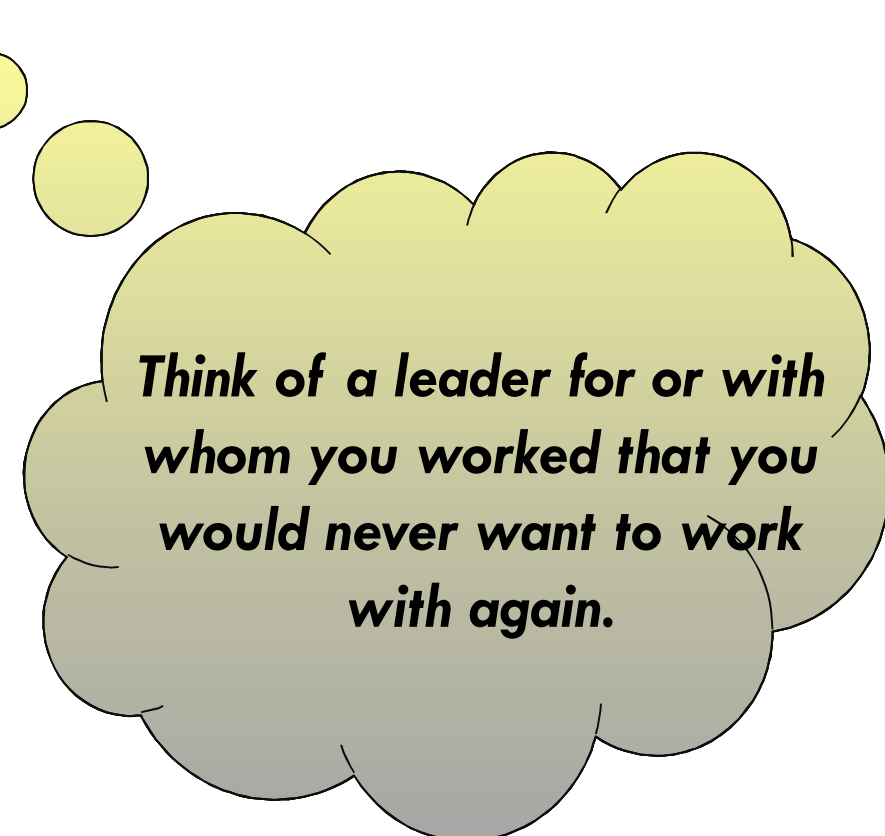


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Great Leader/Deficient Leader



Think of a leader for whom or with whom you worked that brought out the best in you



Think of a leader for or with whom you worked that you would never want to work with again.

What are the behaviors?

[illegible]

What the research tells us...

Recalling previous emotionally important situations with resonant leaders activated parts of the brain in ways that allow a person to be open to new ideas and new emotions, and to be able to scan the business and social environment. (Jack, Dawson, Ciccio, Cesaro, Barry, Snyder & Begany, 2009)

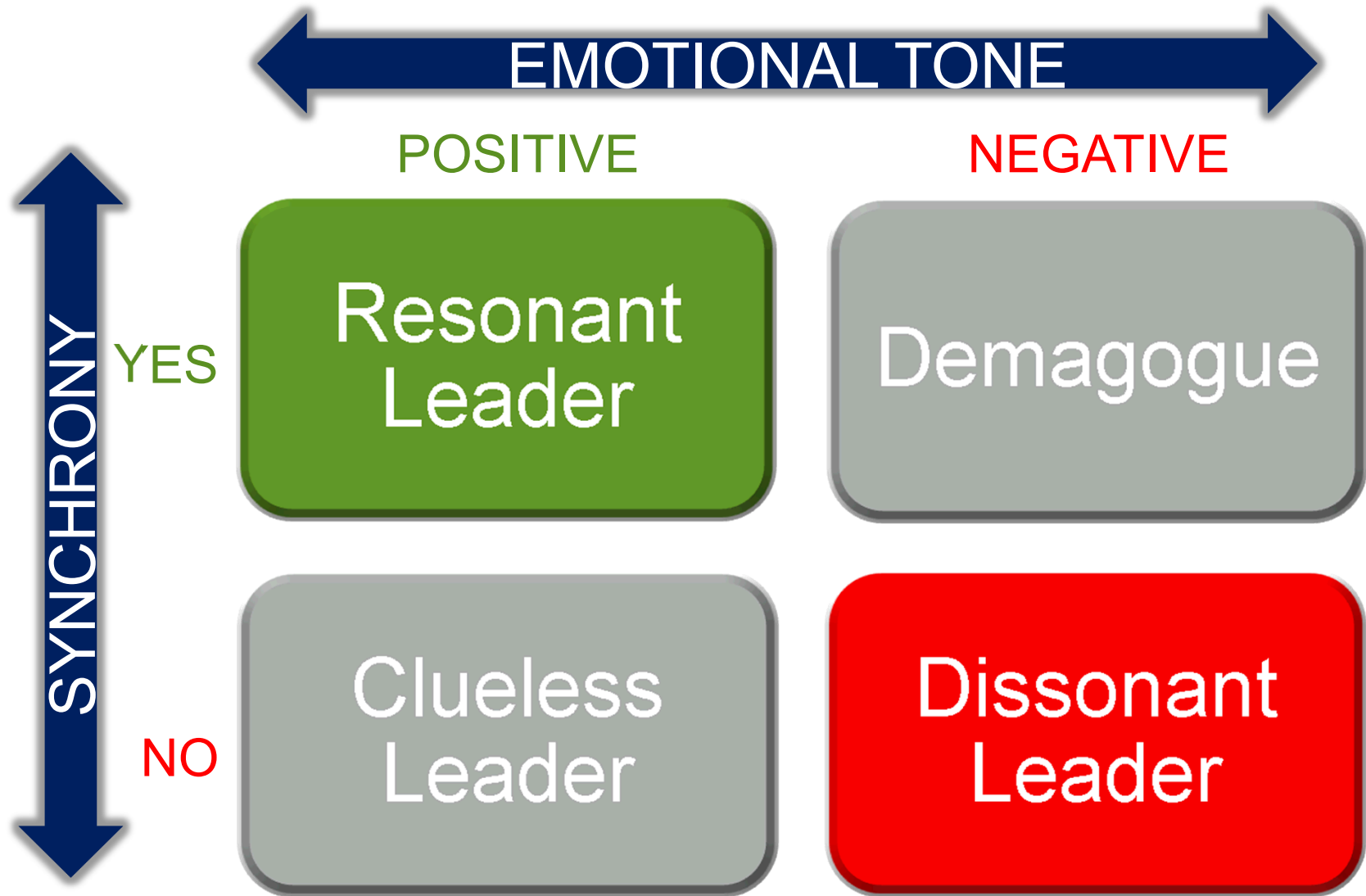
Studies in emotional, social and cognitive intelligence have shown, that these competencies predict leadership, management and professional effectiveness. (Boyatzis, Stubbs & Taylor, 2002 and later studies).

*The top reasons for leader derailment are linked to **insensitive, abrasive, and intimidating** leader behavior, leaders who are **cold and detached, impulsive decision making, and arrogance**. (Leslie & Van Velsor, 1996)*

What makes a resonant leader?

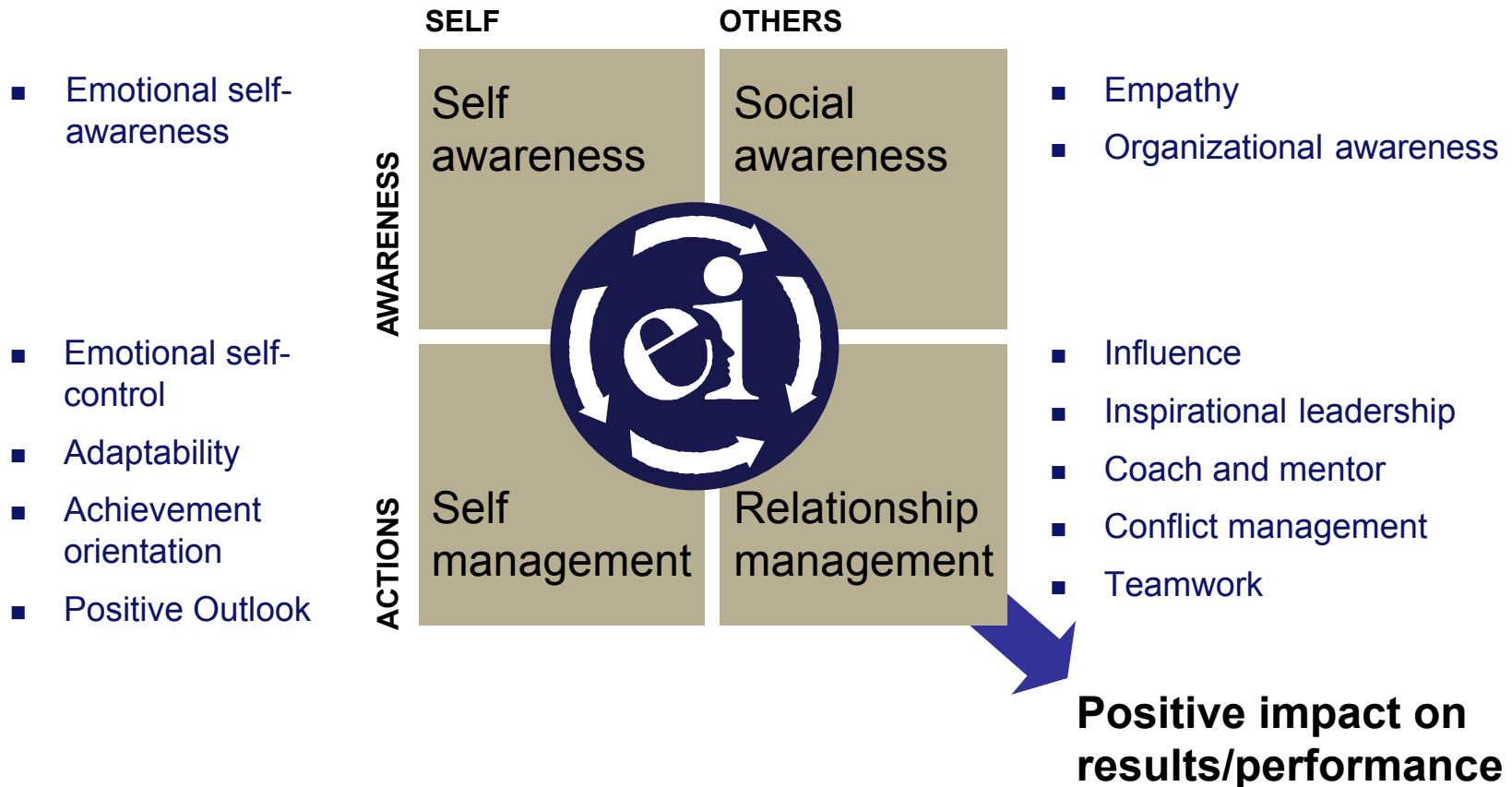
Resonant Leaders create emotional bonds, which are built upon emotional intelligence through hope, compassion, and mindfulness.

Resonant leaders use emotional and social intelligence skills to renew themselves, create positive relationships, and foster a healthy, vibrant environment to engage others toward a common goal



Emotionally Intelligent leaders
create resonance naturally.

The emotional and social competency framework

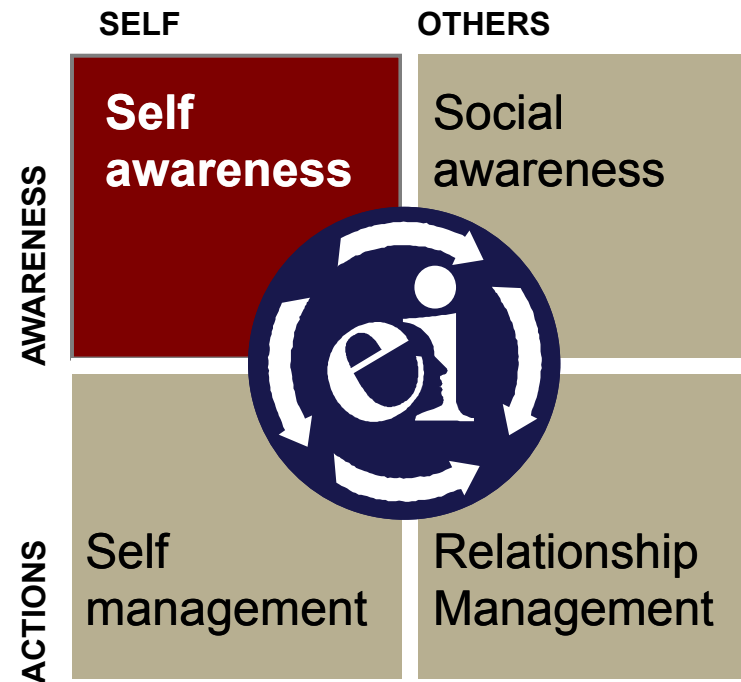


Self-awareness

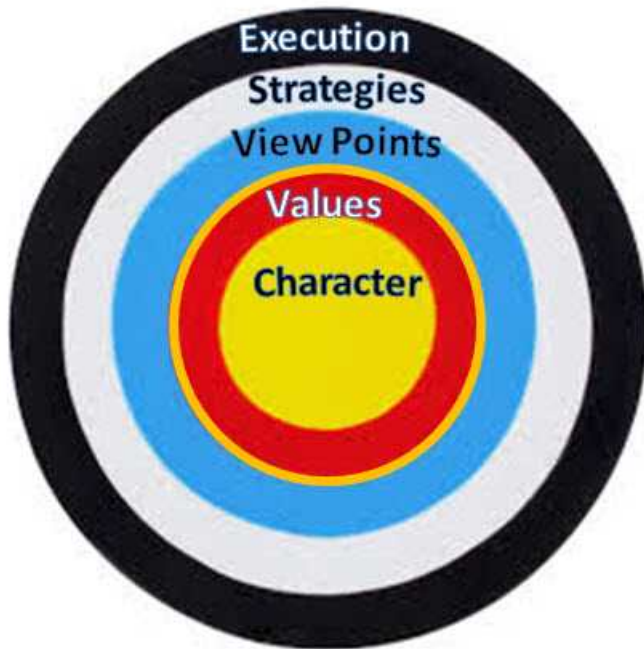
The heart of emotional intelligence

Emotional Self-Awareness

- recognizing how your emotions affect your performance
- knowing your own inner resources, abilities, and limits
- honesty in your positive and negative biases, and your own strengths and weaknesses
- open to feedback
- sense of humor about yourself



Power Station

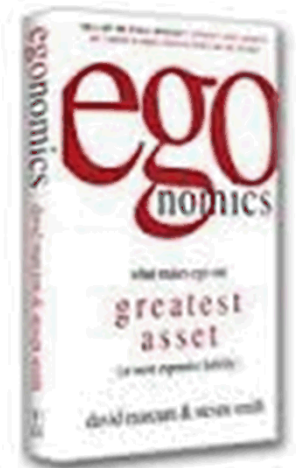


Ideas

- Execution
- Strategy
- Viewpoint

Identity

- Values
- Character



Have you ever felt this way?



Self-management

The fire and the brakes

Managing ourselves

Emotional Self- Control

- keeping disruptive emotions and impulses in check

Adaptability

- flexibility in handling change

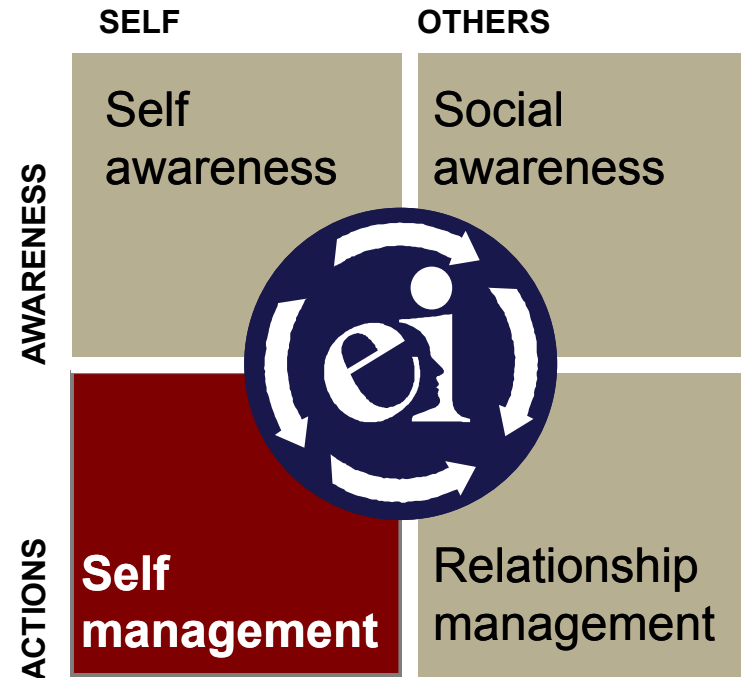
Motivating ourselves

Achievement Orientation

- striving to meet or exceed a standard of excellence

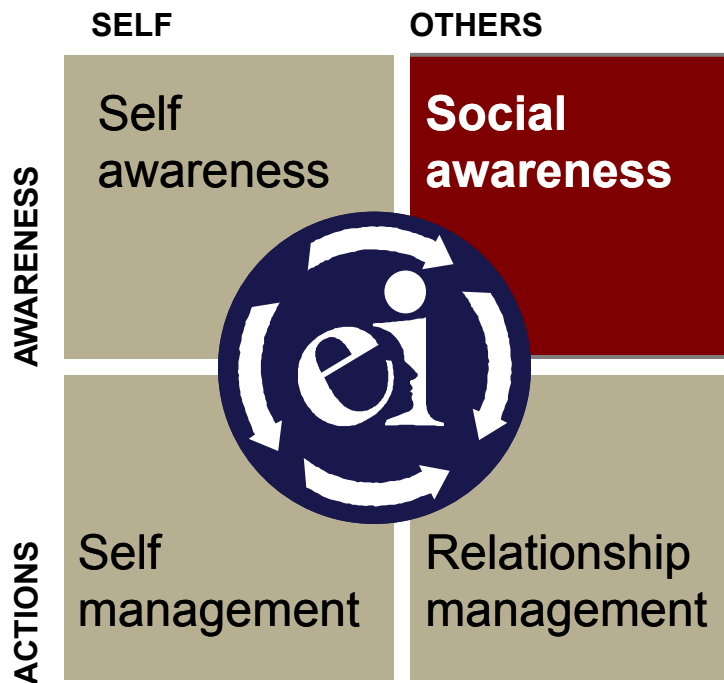
Positive Outlook

- persistence in pursuing goals despite obstacles and setbacks



Social awareness

Tuning in



Empathy

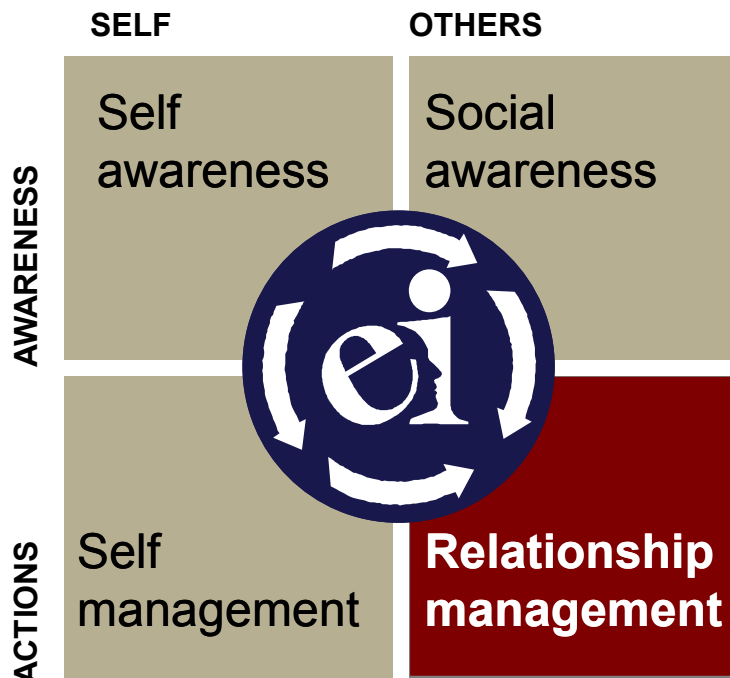
- sensing others' feelings and perspectives,
- taking an active interest in their concerns

Organizational Awareness

- reading a group's emotional currents and power relationships

Relationship management

Making a difference



Influence

- having positive impact on others

Inspirational Leadership

- inspiring and guiding individuals and groups

Coach and Mentor

- taking an active interest in others' development needs and bolstering their abilities

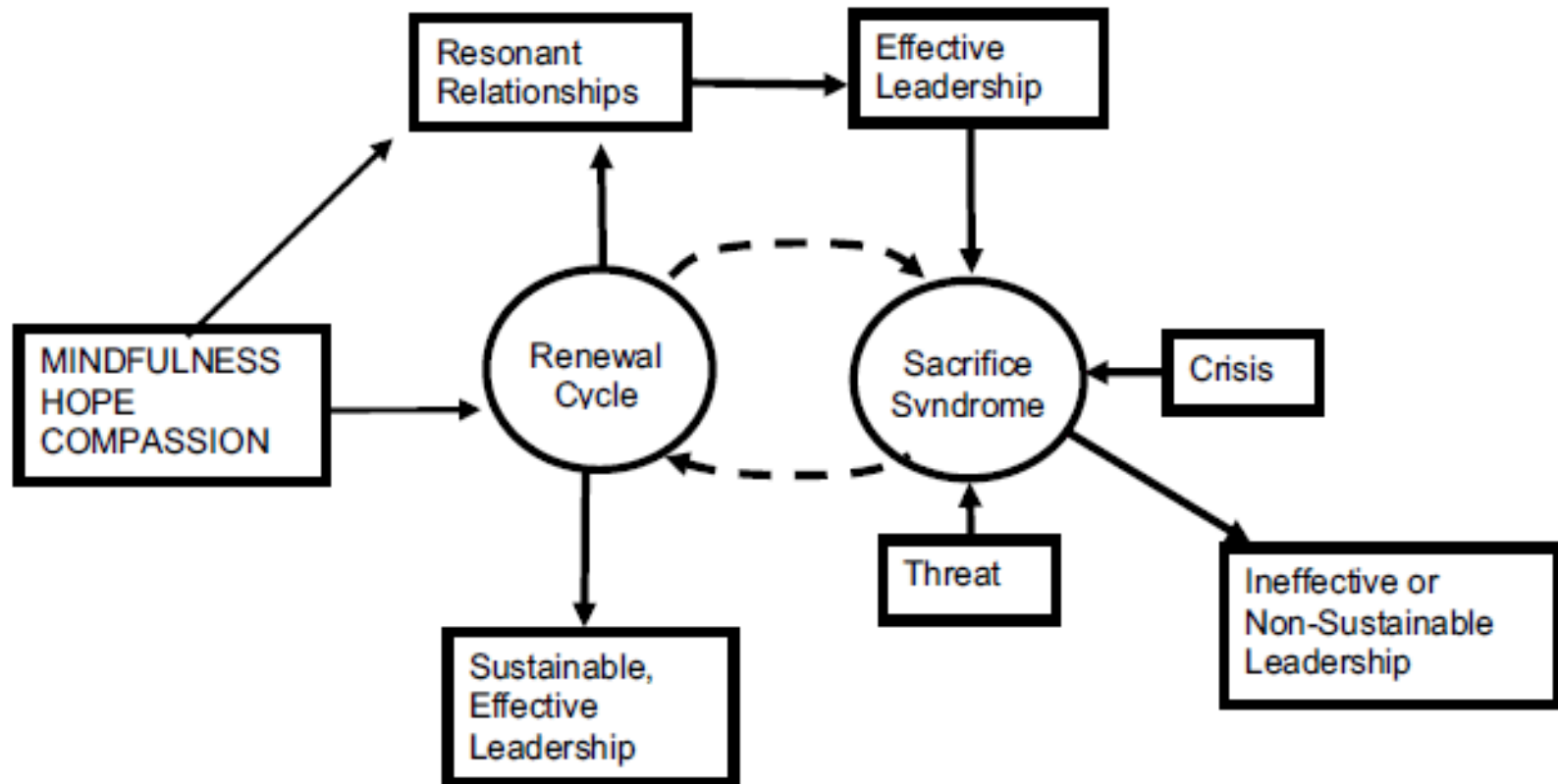
Conflict Management

- negotiating and resolving conflict

Teamwork

- working with others toward a shared goal

The Cycle of Sacrifice and Renewal



Power Stress

- Internalize problems: When under stress, those who tend to internalize problems, shut people out - relying only on themselves.
- Externalize problems: When under stress, those who externalize problems, may overly rely on others, cause stress in others, or worse take their stress out on others.
- Approach problems: When under stress, those who approach problems, tend to rush in to “save the day,” responding quickly, often before truly understanding the situation.
- Avoid problems: When under stress, those who tend to avoid problems, may wait too long to deal with a situation, or they may never deal with it at all.

How can you manage the stress at work...

- Find a partner and discuss ways in which you balance stress at work.