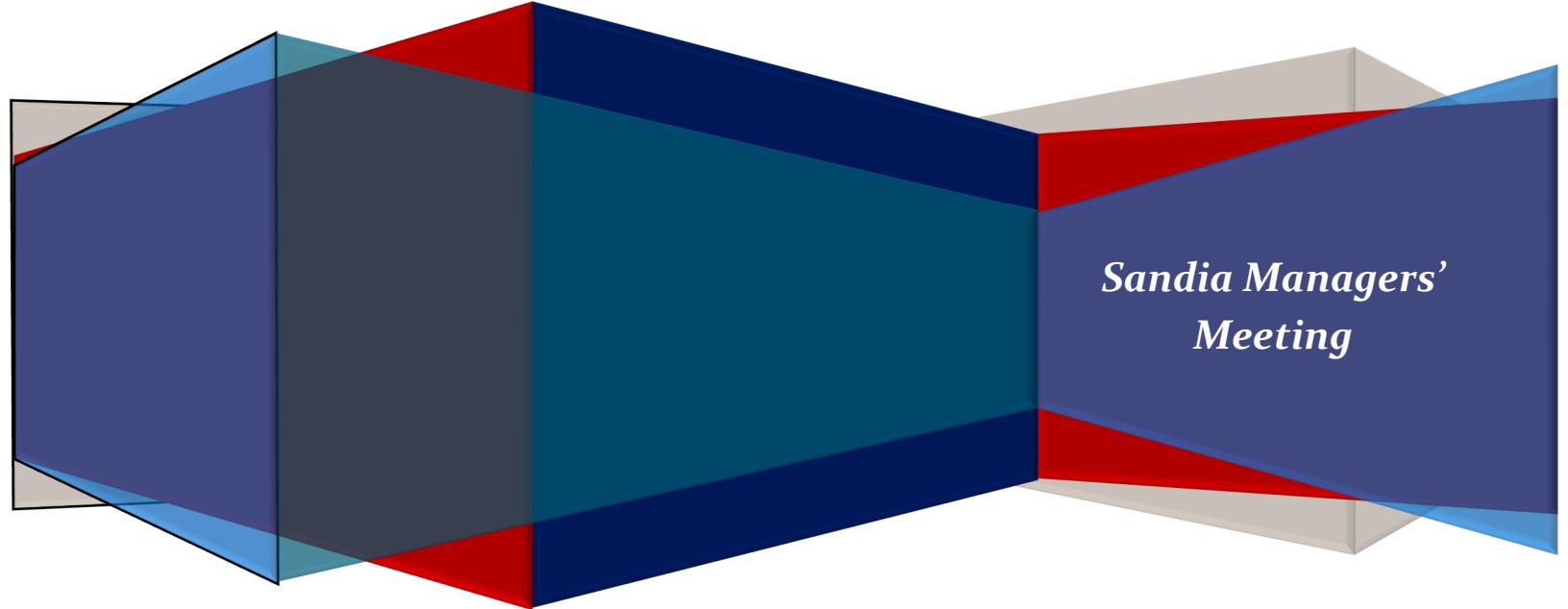


Resonant Leadership & Emotional Intelligence (EQ)

May 2016



*Sandia Managers'
Meeting*

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Useful Resources

Boyatzis, R. E., & McKee, A. (2005). Resonant Leadership: Renewing yourself and connecting with others through mindfulness, hope, and compassion. Boston: Harvard Business School Press.

Marcum, D., & Smith, S. (2008). Economics: What makes ego our greatest asset (or most expensive liability). New York: Simon & Schuster.

Emotional and social competency inventory – (ESCI): Online Assessment by the Hay Group

Behaviors of Your Best and Worse Boss

Take a few

Behaviors of Best Boss	Behaviors of Worst Boss

What is emotional and social intelligence?

Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and others. An emotional and social competency is a learned capacity, which contributes to effective performance at work.

The Emotional and Social Intelligence Competency Model

12 competencies cover four distinct areas of ability:

1. **Emotional Self-Awareness:** The ability to understand our own emotions and their effects on our performance.
2. **Self-Management Competencies:** The ability to manage our emotions.
 - Emotional Self-Control: The ability to keep disruptive emotions and impulses in check and maintain our effectiveness under stressful or hostile conditions.
 - Achievement Orientation: Striving to meet or exceed a standard of excellence; looking for ways to do things better, set challenging goals and take calculated risks.
 - Positive Outlook: The ability to see the positive in people, situations and events and our persistence in pursuing goals despite obstacles and setbacks.
 - Adaptability: Flexibility in handling change, juggling multiple demands and adapting our ideas or approaches.
3. **Social Awareness** Recognizing and understanding the emotions of others:
 - Empathy: The ability to sense others' feelings and perspectives, taking an active interest in their concerns and picking up cues to what is being felt and thought.
 - Organizational Awareness: The ability to read a group's emotional currents and power relationships, identifying influencers, networks and dynamics.
4. **Relationship Management** Applying our emotional understanding in our dealings with others:
 - Influence: The ability to have a positive impact on others, persuading or convincing others in order to gain their support.
 - Coach and Mentor: The ability to foster the long term learning or development of others by giving feedback and support.
 - Conflict Management: The ability to help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse.
 - Inspirational Leadership: The ability to inspire and guide individuals and groups to get the job done, and to bring out the best in others.
 - Teamwork: The ability to work with others towards a shared goal; participating actively, sharing responsibility and rewards and contributing to the capability of the team.

Courtesy of The Hay Group (www.haygroup.com)

Managing Chronic Power Stress

When people are under chronic power stress, they have a tendency to turn to their habitual defensive routines to help deal with the pressures. While responses may vary a bit, people often go to their core behaviors and these behaviors are often magnified. There are several ways in which people respond to chronic 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.

Step One: Use the exercise below to help you identify your defensive routine and assess how your habitual responses are affecting you and others.

1. Place a check mark next to those things you tend to do when under pressure.
2. Circle your top five (those you do most frequently).
3. Write your top five in the space provided under step two.

Approach and Internalize	
	I get to work earlier and stay later.
	I continue to add new projects or take on more roles despite a realistic shortage of time or results.
	I constantly remind myself of my own or other's high standards for me.
	I expect everyone to perform at my high standards.
	I can never say “no.”
Avoid and Internalize	
	Mover further inside: my office my projects, my thought and concerns.
	Become detached from relationships with colleagues, friends, and family.
	Communicate in short direct statements about only “essential” information.
	Only my mission and goals seem important.
	Other people just get in the way.
Approach and Externalize	
	I'm the only one who knows the answer.
	If anyone disagrees with me, I will disregard them or make them sorry for disagreeing.
	My closest friends and advisors always agree with me.
	I never waiver on decisions.
Avoid and Externalize	
	Focus on negative aspects of the situation.
	Wear anger and disappointment as a badge of honor.
	Criticize or become cynical with those who want things to change or have hope.
	Blame my mood/circumstances on the situation or someone else.
	Gather with like-minded people and talk about what went wrong.

Step Two: The first step in managing your defensive routines is to recognize what they are and the impact they have on yourself and others around you. The next step is to determine whether or not these routines are serving you well. Once you become aware of those routines that have a negative impact, you can create new strategies that lead to more effective outcomes.

1. List your top five defensive routines in the table below.
2. Reflect on these routines by completing the questions below.

My Defensiveness Routine	Approach, Avoid, Internalize, Externalize	How does this routine affect me (mind, body, heart, and spirit)?	How does this routine affect my team, colleagues, and/or family?

Daily Emotion Log

The trick to better understand how you and/or others react to various situations is through reflection. Use the log below to reflect on your interactions with others or situations in which

you are feeling stressed. You may also use this log to help you try to understand the emotional interactions of your colleagues, employees, or others.

Describe the situation.	Rank from 1 (low) to 10 (strong) the intensity of the reaction.	What was the impact (positive or negative) of the reaction?	What were the triggers?	What values played out?