

COACHING KEY...LEADERSHIP COMPETENCIES AND EMOTIONAL INTELLIGENCE SKILLS –Definitions

Goleman, Daniel; Boyatzis, Richard; McKee, Annie. 2002. Primal Leadership: Realizing the Power of Emotional Intelligence. Boston: Harvard University Press

| SELF-AWARENESS | SELF-MANAGEMENT | SOCIAL AWARENESS | RELATIONSHIP MANAGEMENT |
|---|---|---|---|
| <p>1. Emotional self-awareness: Knowing your thoughts, feelings, and behaviors and recognizing their impact is necessary for <i>Self-control</i> and Emotional Mastery which is the basis for <i>Empathy</i>. Using an educated “gut sense” to guide decisions necessary.</p> <p>2. Accurate Self-assessment: knowing strengths and weaknesses and being able to own them—basis of humility, prevents need for blame and necessary for <i>Transparency</i> and <i>Adaptability</i>. Key is being Impeccable with Your Word to accurately describe your strengths and weakness. As you accurately assess your strengths and weakness, you recognize that you work toward Doing Your Best, knowing that your best fluxuates.</p> <p>3. Self-Confidence: sound sense of self-worth and belief in ability to act includes sense of humor; does not personalize other’s behavior or make assumptions about intent. Basis for <i>Achievement, Initiative, Optimism</i> and Courage.</p> | <p>1. Self-control: ability to name feelings & accept intensity of feelings without doing anything about the them. Key to Being Impeccable with your word And choosing how to respond to difficult situations.</p> <p>2. Transparency: displays authentic openness by owning one’s feelings, admitting mistakes, taking responsibility for personal performance, being open to new ideas.</p> <p>3. Adaptability: requires flexibility & being open to new information and ways of doing things; persistence in pursuing goals despite obstacles and setbacks; not getting lost in procedures.</p> <p>4. Achievement: drive to do your best every day by recognizing your values, goals, and dreams. Focus on learning & teaching was to do better so continually work to reaching goals.</p> <p>5. Initiative: seizes opportunities by using groups core values in making decisions & clarifying choices. Create opportunities rather than wait.</p> <p>6. Optimism: seeing upside in events by viewing setbacks as learning opportunities and not personal flaws.</p> | <p>1. Empathy: a will to understand; attuned to the emotional signals that are unspoken in a person or group so you can grasp the other person’s perspective. Key to getting along with diverse people and cultures. Basis for <i>Inspiration, Influence, Developing Others</i> ;key in <i>Conflict Management</i> and <i>Teamwork and Collaboration</i>. Empathy is our social radar and begins inside: being able to see reality from their perspective; to sense how employees are reacting to the department’s actions; a powerful set of reality.</p> <p>2. Organizational awareness: builds on empathy and is directed to the organization; detect crucial social networks and understands forces at work in organization including the guiding values and unspoken rules operating among people. Basis for <i>Change catalyst</i> and <i>Teamwork and Collaboration</i>. Key to Focusing on the Whole.</p> <p>3. Service: foster an emotional climate where people are in touch with the customer or client and keep the relationship on track; ensure customers are getting what they need and make themselves available as needed.</p> | <p>1. Inspiration: Inspire & create resonance with a compelling vision or shared mission. Embody what they ask of others, articulate a shared mission in a way that others follow. Make work exciting.</p> <p>2. Influence: Knowing how to build buy-in from key people and network support for an initiative. Are persuasive and engaging when talk to a group.</p> <p>3. Developing others: Cultivate people’s abilities understanding their goals, strengths, and weaknesses. Can give timely and constructive feedback. Natural mentors or coaches.</p> <p>4. Change catalyst: recognize the need for change, challenge status quo, champion new order. Find practical ways to overcome barriers to change.</p> <p>5. Conflict management: able to draw out all parties understand differing perspectives & find a common ideal. Bring conflict to surface, acknowledge all feelings & views, then redirect energy toward a shared ideal.</p> <p>6. Teamwork and collaboration: friendly collegiality, model respect, helpfulness, cooperation. Draw others into active commitment to collective effort, build spirit and identity.</p> |
| <p>Four Agreements (Don Migue Ruiz): Being Impeccable with Your Word Not Personalizing Not Assuming Doing Your Best</p> | <p><i>Self-awareness</i> is crucial for <i>Self-management</i> & both are key to <i>Empathy</i> & are crucial to moving others. All 3 are key to describing peoples’ dreams & compassion.</p> | <p>Respect (Turknett & Turknett): Empathy Emotional Mastery Lack of Blame Humility</p> | <p>Responsibility (Turknett & Turknett): Accountability Courage Self-confidence Focusing on the Whole</p> |

COACHING KEYS...LEADERSHIP SKILLS AND EMOTIONAL INTELLIGENCE-Skills

Based upon: Sterrett, Emily A. Ph.D. 2000. Managers Pocket Guide to Emotional Intelligence. Amherst, Massachusetts: HRD Press

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|---|---|--|--|
| <p>1. Emotional self-awareness: Chpt. 4-5 Skills:</p> <ul style="list-style-type: none"> -Know where you feel feelings in your body -Name feelings -Handle intensity of feeling by breathing into the feeling 3x -this prevents need for blame -Aware of self-talk and change negative to neutral or positive (reframe) <p>Strategies to strengthen skills:</p> <ul style="list-style-type: none"> -Journaling helps with becoming Impeccable with your word & creating neutral descriptive perspective -Progressive Relaxation every day for a month and create a cue word/phrase so can cue relaxation during stress -Visualize handling difficult/stressful situations using all your skills -Use short mantra's or positive script to keep focus positive/neutral or in the direction you need to go <p>2. Accurate Self-assessment: Chpt 3</p> <ul style="list-style-type: none"> -Own strengths and weakness to self & others -Owning strengths/weaknesses decreases the need to be defensive and blame others -Learn from mistakes -Is open to feedback and looking at self <p>3. Self-Confidence: Chpt. 6</p> <ul style="list-style-type: none"> -Accurate self-assessment; Belief in self -Have Humility-own mistakes, vulnerabilities and limitations -Focus is on achieving results and connecting with people; -Give credit to other -Failure is important feedback, part of learning | <p>1. Self-control: Chpt. 7 Skills:</p> <ul style="list-style-type: none"> -Is having Emotional Mastery over negative feelings or bad moods -Being able to decide how you will respond to a strong feeling -Acknowledge to self & others strong feelings & being able to put them aside for later if you decide not to express it <p>Strategies to strengthen skills</p> <ul style="list-style-type: none"> -Exercise, take your breaks & walk -Breathe deeply 3x during stress -Take a 1-2 minute break & visualize a relaxing place -Able to acknowledge needs to self/others -Does not take things personally -Make sure your self talk is neutral or Positive -Be aware of expectations of self & others and "shoulds" you tell yourself - Let go of what you can't change/control <p>2. Transparency</p> <ul style="list-style-type: none"> -Being open to owning your feelings, admitting mistakes, taking responsibility for personal performance, being open to new ideas. Self-awareness, Accurate Self-assessment, Self-confidence, and Self-control & a willingness to be open -Requires Lack of Blame, Humility, Accountability, Courage, Self-Confidence <p>3. Adaptability: Chpt. 9</p> <p>4. Achievement</p> <p>5. Initiative: Chpt. 9</p> <p>6. Optimism: Chpt. 9 Pg. 87</p> <ul style="list-style-type: none"> -Learned way of viewing events | <p>1. Empathy: Chpt. 8 Skills: strengthens trust/relationship</p> <ul style="list-style-type: none"> -Listening is vehicle to Empathy -Ability to walk in the others shoes & let the person know you understand -Mirror body language softly -Pace nonverbal language of speaker -Summarize what they are saying verbally and nonverbally -Find where you agree -Understand the FUNCTION of someone's behavior not just the outward behavior. <p>2. Organizational awareness Skills: Chpt. 10</p> <ul style="list-style-type: none"> -Social Competency and know how to connect with others is key to developing networks necessary to understand the organization -Process comments: begin with an observation of individual or group behavior as it relates to the goals of the organization. Chpt. 4 Pg. 32 <p>3. Service: Chpt. 9</p> <ul style="list-style-type: none"> -Ability to maintain focus on the whole, -Keeping purpose & meaning in focus | <p>1. Inspiration: Chpt. 9</p> <p>2. Influence: Chpt. 10</p> <p>3. Developing others: Chpt 9, 11</p> <ul style="list-style-type: none"> -Empathic to the dreams, needs, goals of others with strong organizational awareness to assist individuals to fit well and grow in organization -Comfortable giving feedback -Focus on the positive -Assist employees to maintain emotional mastery and self-control <p>4. Change catalyst:</p> <ul style="list-style-type: none"> -Able to connect individual's needs, dreams, goals to organization's mission/purpose, to changing environment or culture and find what needs to change. -Is Adaptable to changing needs/goals -Views change with Optimism <p>5. Conflict management: Chpt 4, Pg 33</p> <p>Skills: -Lack of blame & defensiveness</p> <ul style="list-style-type: none"> -Empathize with all parties -Summarize issues/concerns descriptively not critically -Clarify with what or how questions -State where you agree -State where you disagree <p>6. Teamwork and collaboration Chpt. 10, 11, 12</p> |
| <p>Four Agreements: Being Impeccable with Your Word Not Personalizing Not Assuming Doing Your Best</p> | | <p>Respect: Empathy Emotional Mastery Lack of Blame Humility</p> | <p>Uses all skills identified on this sheet</p> <p>Responsibility: Accountability Courage Self-confidence Focusing on the Whole</p> |