

Marilyn Manning and The Consulting Team's Leadership Tips



NOTE FROM THE CONSULTING TEAM

Most likely you have chosen your favorite example of a leader, from your experience at work. On your list of this leader's qualities you may have listed words like trustworthy, compassionate, inspirational, and mature. It is the hope of every organization we have worked with that their managers and team leaders bring "people skills," along with technical expertise, to their jobs.

In this issue, The Consulting Teams shares information about Emotional Intelligence, a proven basis for increasing your skills working with others. Its concepts can also help organizations create effective cultures. The concepts and practices of EI have been shown to reduce overall stress, improve bottom line results, and create more motivation and enthusiasm in the work force.

We hope this issue of Leadership Tips supports you on the path of personal and organization growth and success. We also can provide you with a 360 degree assessment of your personal EI score (see information on page 4).

Warm regards,

Marilyn

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Emotional Intelligence:

Increasing Your Quotient for Success

"...emotional intelligence emerges as a much stronger predictor of who will be most successful, because it is how we handle ourselves in our relationships that determines how well we do once we are in a given job."
~ Daniel Goleman

Emotional Intelligence (EI) was first identified by Robert Thorndike in 1920 and popularized by Daniel Goleman in his 1995 classic book *Emotional Intelligence: Why It Can Matter More Than IQ*. Goleman's basic case is as follows:

If your emotional abilities are in hand, then you practice self-awareness; you manage your emotions; you have empathy and cultivate effective relationships.

EI as a factor of business success continues to gain ground, and is used by organizations for HR planning, job descriptions, recruitment, employee development, and client and customer relations. There is increasing evidence that emotionally intelligent people are more productive and successful, as well as support productivity and success in others. Experts agree that EI skills and attitudes reduce stress in organizations by preventing and resolving conflict, developing healthy relationships, and creating stability and harmony.

"The Consulting Team's positive and tactful work in resolving some major departmental conflicts resulted in minimizing personal and financial costs to the City." ~ Pat Ackley, Training Officer, City of Fremont



A Monument to Emotionally Intelligent Leaders

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To develop EI, it helps to understand its five components. The first three focus on self; the other two focus on social interactions. People seeking to develop greater emotional intelligence can begin with **self-awareness**, that is, becoming aware of how their feelings influence what they think, do, and say. With awareness they are better able to assess how these influences affect their performance. They build self-confidence in their ability to make decisions despite emotional pressures. From self awareness comes better **self-regulation**. This allows leaders to think more clearly and stay focused under pressure. It increases their ability to adapt to changing situations and feel confident in seeking and championing new ideas.

Self-motivation follows, driven by a growing optimism. This optimism fuels commitment and initiative, and improves the emotional environment of the individual's organization.

"No pessimist ever discovered the secret of the stars, or sailed to an uncharted land, or opened a new doorway to the human spirit." ~ Helen Keller

Social awareness becomes the next important area of development. The individual has the empathy to understand others' perspectives. This means valuing diversity, the interest in being of service to and developing others, and cultivating key personal relationships.

"Your ability to help people recognize a problem, even if they are a part of it, and come to a mutually agreeable resolution is a reflection of your high degree of skill and empathy."

*~ William Normark, Regional Geologist,
U.S. Department of the Interior*

Finally, in developing relationships, **social skills** can be honed. These skills can include influence, communication, leadership, change management, conflict management, collaboration, and increased teamwork.

"Tools of the Trade" shares practices that enhance development of personal emotional intelligence. It helps to focus on one new practice at a time, until you have begun to master the new skill.

Tools of the Trade: Top 10 "EI" Practices

1. Label your feelings, not people or situations, using sentences beginning with "I feel..."
2. Distinguish between feelings, thoughts, and judgments.
3. Be responsible for your own feelings.
4. Use your and others' feelings to help inform your decisions.
5. Set and achieve "feeling" goals, i.e. the emotional climate you want to create.
6. Feel energized, not angry in facing challenges.
7. Validate others' feelings, through empathy and understanding.
8. Consider others' feelings to show them respect.
9. Resist advising, commanding, controlling, criticizing, judging, or lecturing others.
10. If possible, avoid people who invalidate you.

adapted from EQI.org

Keep a journal to track your experiences and feelings in developing the skill. Seek feedback from trusted colleagues on your progress. For more in-depth feedback on your Emotional Intelligence quotient consider a EQI 360 Degree Assessment through The Consulting Team.

"The Consulting Team's ability to make practical applications of behavioral science findings in the work place was especially appreciated. It is easy for managers to overlook the human element in our technical environment. Your enthusiastic and unique approach to this problem was refreshing."

~ Edward Sullivan, Department of the Navy

The Consulting Team Offers these EI Services and Courses

Leadership Assessments:

- ✓ EQI 360 Degree Assessment
- ✓ [DiSC Assessment and Profiles](#)

Our Consulting Services:

- ✓ [Conflict Mediation](#)
- ✓ [Meeting Planning and Facilitation](#)
- ✓ [Team Building](#)
- ✓ [Executive Coaching](#)

Emotional Intelligence Related Training and Presentations:

Resolving Conflict

Conflict can rob your organization of its results and your team of its morale. **Resolving Conflict** provides easy to apply concepts and practices that harness the wisdom of Emotional Intelligence, DiSC personality styles, and the years of The Consulting Team's coaching and facilitating experience.

Appreciative Inquiry: Learning From the Best in Difficult Times

Appreciative Inquiry focuses on what's working vs. what's wrong. It offers a powerful technique to both managers and staff with its positive approach to problem solving. Learn to apply this process to support effective change, open communication, and positive morale, even in challenging situations.

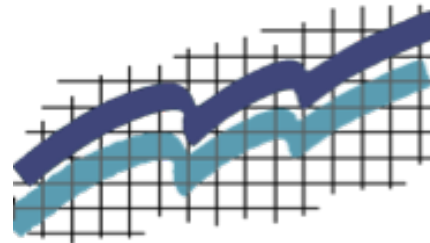
Communicating Strategic Change: Building an Effective Communications Plan

Is your strategic plan gathering dust on the shelf? Does team resistance stall your progress? Maybe you need to communicate it more effectively. This course provides tools to plan strategic communication and practices to build communication skills. Learn to identify your audience and their needs, to manage and overcome resistance, and the basics of verbal and written communications needed to meet your strategic goals.

About Leadership Tips:

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past Leadership Tips go to www.theconsultingteam.com and select Newsletters

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For more information on this new lineup, please contact m@theconsultingteam.com or elaine@theconsultingteam.com.



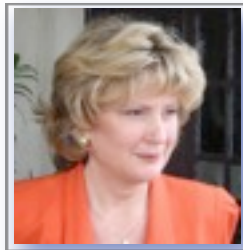
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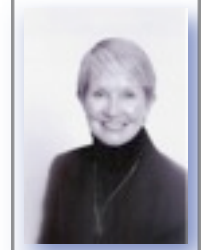
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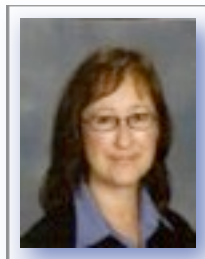
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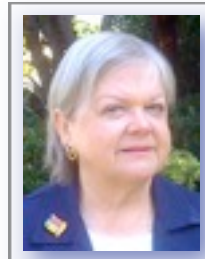
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David Ny uses his over 25 years of sales and sales executive experience in highly competitive environments, plus his thousands of hours of nonprofit work, to inspire leaders to produce extraordinary results in their work and personal lives. As a business professional he has worked in both small, startup companies, and in large, highly successful organizations such as Xerox and Silicon Graphics. Through his focus on team building and personal empowerment, he often grew sales revenues over 50% per year. He has given hundreds of sales presentations, interviewed over 200 people in the hiring process, and has been Master of Ceremonies for events of over 1,000 people.

David's coaching and workshops are highly interactive, using accelerated learning techniques. This experiential approach leaves participants with high energy and new skills, already practiced and ready for use. Says a client, Catherine Epp of New Jersey, *"This workshop was awesome!!! There were so many interesting, helpful and down-to-earth techniques, and they were practical and made sense. The presentation was so energizing and interactive you could feel the motivation in the participants."*

David works with executives and teams in all disciplines. His primary areas of focus are skills he developed in his own business experience and now teaches. These include strategic planning, bringing out the best in people through inspiration and continuous feedback, selling your ideas to others using your own natural style, and process redesign.

David has been trained in Team Diagnostics, Nonviolent Communications, Grove Consultant's Graphic Facilitation, Toastmasters, coaching and workshop leadership through The Coaches Training Institute, and core values identification via LifeCamp. He has a B.A. in Mathematics from UCLA.