

Program Guide and Reference Material

Includes:

- Self-Awareness
- Behavioral Blind Spots
- Emotional Composition
- Self-Management
- Self-Regulation and Control
- Confidence
- Resilience
- Empathy
- Other Personal Mastery Skills

SELF-MASTERY

The Fourth Competency of LEADERSHIP

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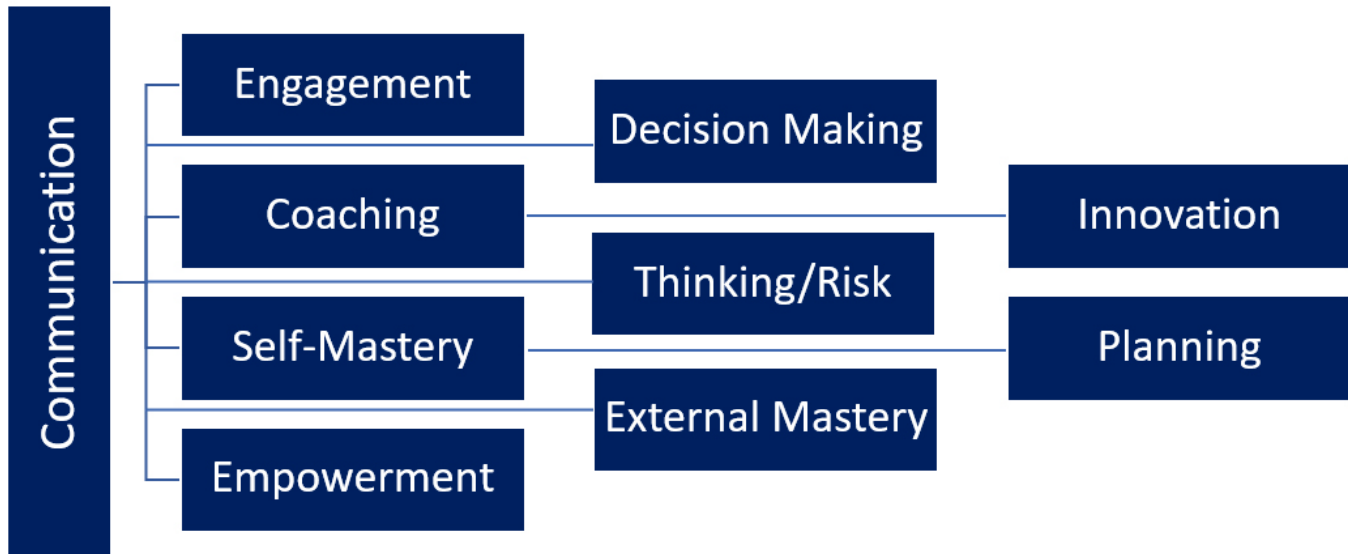
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The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, empirically driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.



Successful Leaders		Failed Leaders
96%	Communication	7%
86%	Team Member Engagement	2%
85%	Coaching and Feedback	32%
84%	Self-Awareness and Self-Management	48%
81%	Empowerment and Delegation	63%
79%	Decision Making	45%
75%	Thinking and Risk	34%
74%	External Management	42%
71%	Innovation and Change	55%
67%	Planning and Vision	54%

1. Communication
2. Team Member Engagement
3. Coaching and Feedback
4. Self-Awareness and Self-Mastery
5. Empowerment and Delegation
6. Decision Making and Judgment
7. Thinking and Risk
8. External Management and Projection
9. Innovation and Change
10. Planning, Vision and Values

Cascade Effect:

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

Leadership Core Principle:

Leadership is the art and science of getting people to do something because they want to do it for you.

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

Dale Carnegie

Self-Mastery:

Self-Mastery is a complex set of skills and behaviors connected to the science of emotional intelligence.

Emotional intelligence is the highly valid behavioral science pioneered by Dr. Daniel Goleman and has these important baselines:

1. 80% of all decisions, reactions and responses are driven by emotions. You may start down a logical path but at decision point, emotions become the primary driver.
2. Emotional intelligence is far more predictive of workplace success than intellectual capacity (IQ).
3. Leaders with emotional intelligence are far more successful and able to command greater long-term respect than those leaders who lack emotional intelligence.
4. Emotional intelligence has no correlation to age or gender.
5. Team members and customers are also emotional humans and need leadership that appeals to those emotions.
6. Emotions drive attitudes. Attitudes drive behavior.

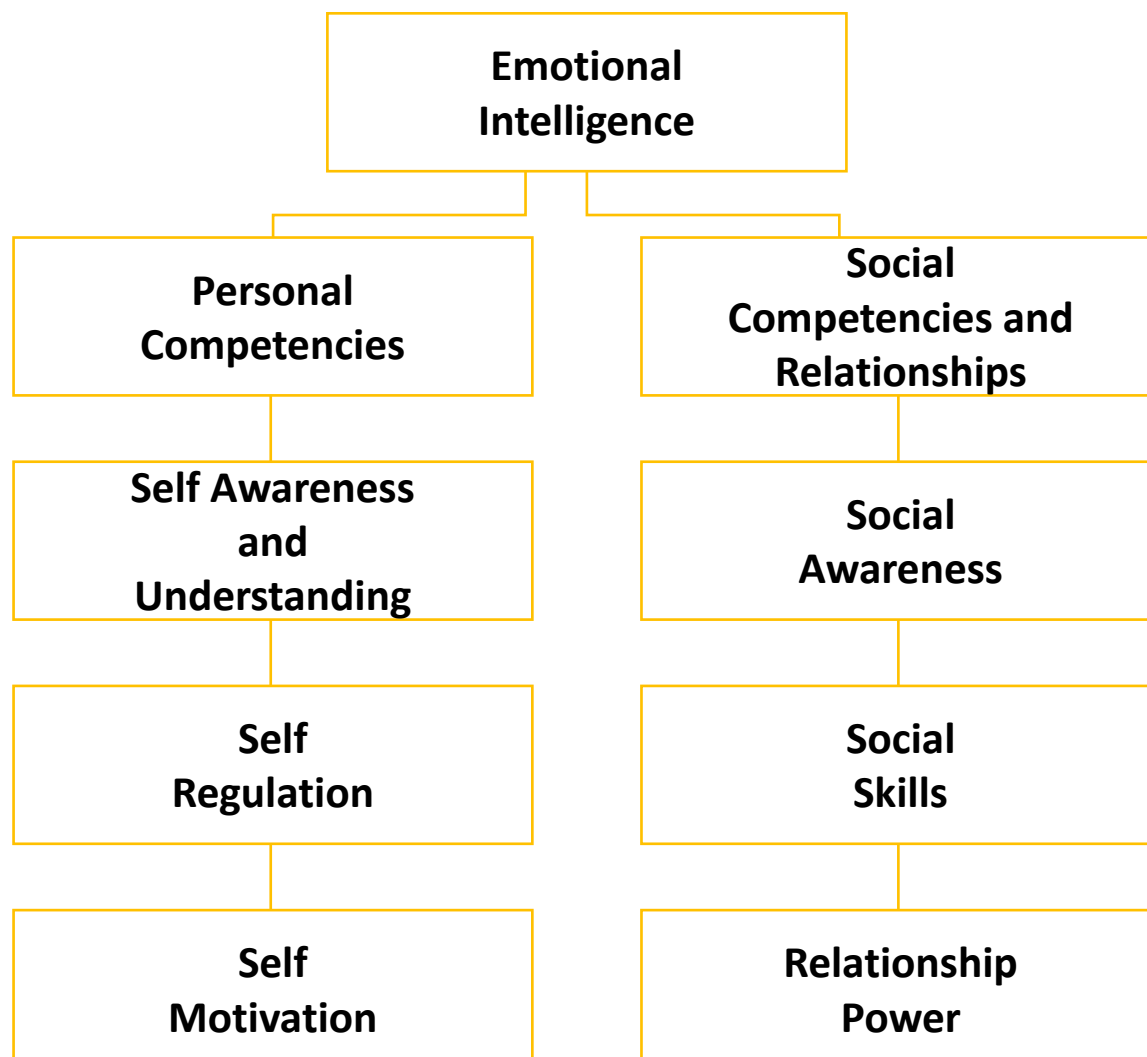
Two Sides of Emotional Intelligence:

Emotional intelligence is divided into two distinctive sides. Personal skills are those emotional intelligence pieces that are very individualized and focused on you. They include:

- **Self-Awareness**
 - Aware of and Understanding Emotional Composition
 - Aware of Behaviors and Attitude
 - Accurate Assessment of Strengths and Challenges
 - Continuous Self-Assessment
- **Self-Management**
 - Self-Regulation
 - Confidence
 - Resilience
 - Drive and Achievement
 - Flexibility
 - Optimistic
 - Conscientiousness
 - Innovativeness
 - Trustworthiness
 - Initiative
 - Commitment

The second half of emotional intelligence are social skills that are wrapped around your interactions and relationships with others. Those skills include:

- **Social Awareness**
 - Empathy
 - Communication and Connection
 - Organizational Savvy
 - Helpfulness and Service to Others
 - Appreciation of Diversity
 - Global Orientation
- **Relationship Management**
 - Inspiration and Influence
 - Teamwork and Team Building
 - Personal Relationship Building and Management
 - Conflict Resolution and Management
 - Dealing with Change
 - Development of Others



Self-Mastery Objectives:

1. To understand yourself, your approach to situations and your emotional composition.
2. To build resilience and confidence necessary in leadership
3. To understand the impact of emotions on attitude and behavior.
4. To provide team members with an emotionally intelligent leader that is easy to follow.
5. To create consistency in behavior and approach.
6. To allow leaders to have consistent emotional health in all aspects of life.
7. To assist leaders in avoiding pitfalls and risks associated with poor emotional intelligence and a lack of self-mastery.

The Importance of Self-Mastery:**Emotions Include:**

Joyful/Elated
Happy
Positive
Neutral/Content
Overwhelmed
Hurt/Disappointed
Angry
Depressed

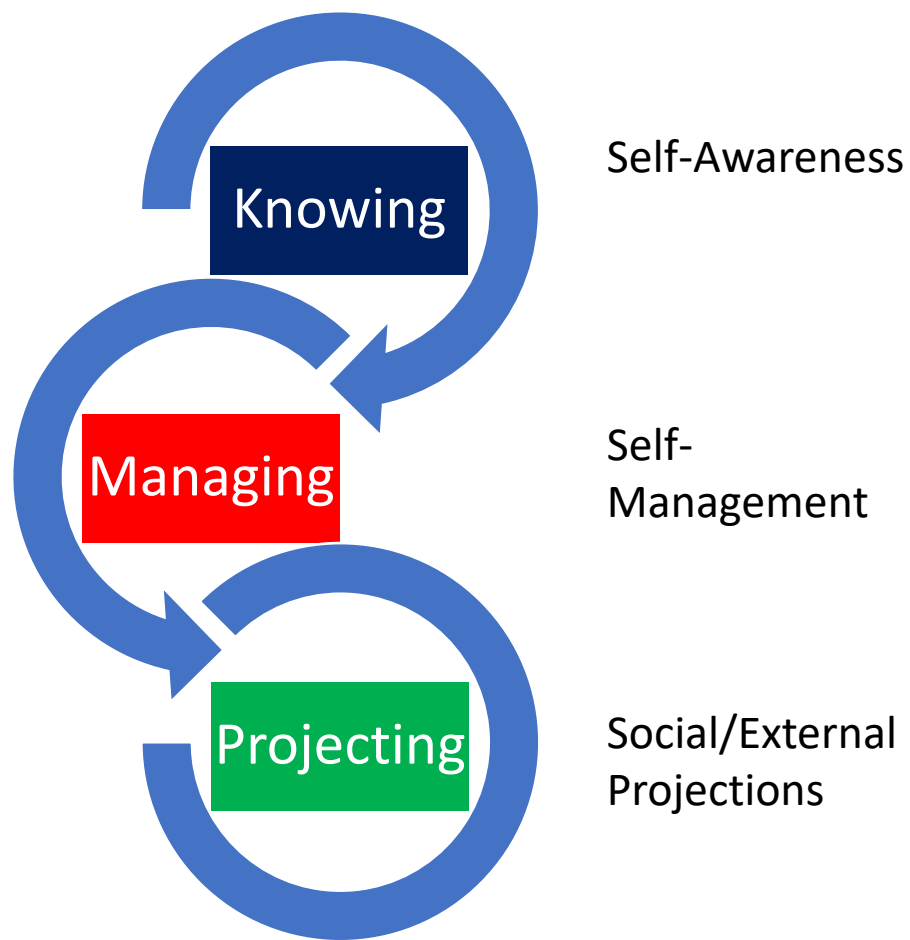
Attitudes Include:

Positive Expectation
Belief in Positive
Outcome
Belief Something will
be Better
Hopeful Outlook

Behaviors Include:

Communication Tone
Praising/Thanking
Empowering
Risk Taking
Facial Expressions
Innovation
Relationships

1. All of your behaviors, skills and other outward projections are driven by a set of attitudes and beliefs.
2. Those attitudes and beliefs are created by your emotional composition.
3. Behaviors are easy to change in a very short-term basis but are not sustained unless driven by a shift in attitude and beliefs.
4. Attitudes and beliefs are moderately easy/moderately hard to change and will drive longer term changes in behavior.
5. Emotional composition is a difficult and longer process to change but it creates sustained and lasting changes in behavior and the application of leadership skills.



1. Who knows you the best?
2. Why do you have to understand yourself first before mastering and changing behaviors and emotions?
3. What is the impact of trying to explain your behavior?

**No man is fit
to command
another who
cannot
command
himself.**

William Penn

Skill: Basic Awareness

Know thyself.

Pythagoras

Skill: Basic Awareness

Basic Awareness:

Most people have a basic understanding and awareness of their behaviors, attitudes, beliefs and emotional composition but lack full understanding of those pieces and the impact they have on other people.

1. You are not the expert in you.
2. In leadership and professional roles, it is your team that knows you best.
3. Traditional sources of self-mastery feedback (annual review, etc.) do not provide a high degree of self-awareness information that is useful or actionable.
4. Awareness also requires a high degree of self-honesty and understanding that perceptions, no matter how inaccurate, are the view of others. They can only be changed through prolonged changes to behavior and not through any denial or justification.

Improving Basic Awareness:

As the starting point for self-awareness, use the following approaches:

1. Openness and Self-Honesty
 - Accept (or Begin To Accept) That You Are NOT Who Think You Are
 - Understand that People are Going to See Your Behaviors and Not Core Self
 - Understand that Perceptions are the Reality of Others
 - Create a Balance of Your Self-View
 - Positive Attributes and Strengths
 - Challenges and Perceived Negatives
2. Use Assessment Data
 - Creates a Baseline of Personality, Style and Approach
 - Provides Blind Spot Guidance
 - Provides Insight Into Common Responses and Emotional Composition
3. Solicit Feedback
 - Includes both Formal and Informal Systems
 - Best and Most Actionable Comes from Informal Interactions
 - Must be a Process and Not Event
 - Done Regularly
 - Understand First Sets of Feedback Have Little Value
 - Trust in the Process Must be Established
 - Third Iteration is When Honesty Improves and Becomes Useful
 - Not All Feedback Needs Action but All Needs Validation
 - Seek Feedback from Fans and Critics Equally

4. Feedback Sources and Frequency

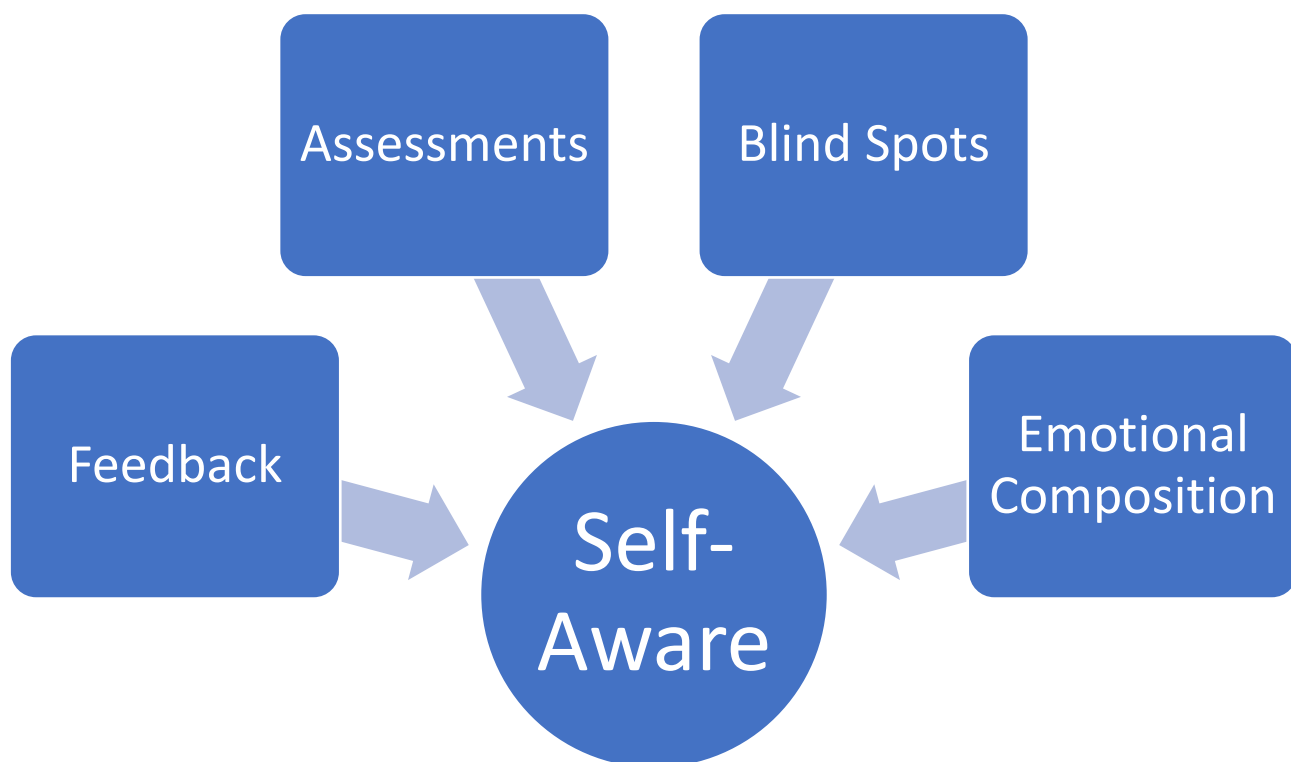
- Team Members
- Feedback Partner/Close Associate
- Peers or Other Departments of High Interaction
- Customers
- Close Friends
- Vendors
- Senior Level Leader or Leaders
- Spouse or Significant Other

5. Feedback Solicitation Questions

- "How am I Doing?"
- "What Could I Do to Help You?"
- "What Kind of Things Could I Work On?"
- "How Can I Improve or Be a Better Leader?"
- "What am I Projecting?"
- "How do I Sound?"

6. Feedback Validation

- Without Concern for Validity, All Feedback Must be Appreciated
- Never Explain or Justify Behaviors
- Never Ask for Examples or More Details
- Accept Feedback as Truth or Perception



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

Spanish Proverb

Skill: Blind Spots

Behavioral Blind Spots:

Behavioral blind spots are those areas in your behavior and projection of skills that others see with total clarity but in which you have no awareness. This is especially true related to the impact of those behaviors and actions. The behavior itself may not be inherently negative but the impact on other people and team members may be negative or have adverse impacts.

Common leadership blind spots include (but by no means are limited to):

- Verbal Tone
- Facial Expressions
- Walking Pace
- Volume of Positive Feedback and Appreciation
- Approachability
- Sincerity Projection
- Empathy
- Role Understanding and Impact

The impact of blind spots on leadership is large. Each unresolved or unmanaged blind spot has the potential to create:

- Relationship Strains
- Conflict
- Lack of Engagement
- Distrust
- Uncertainty

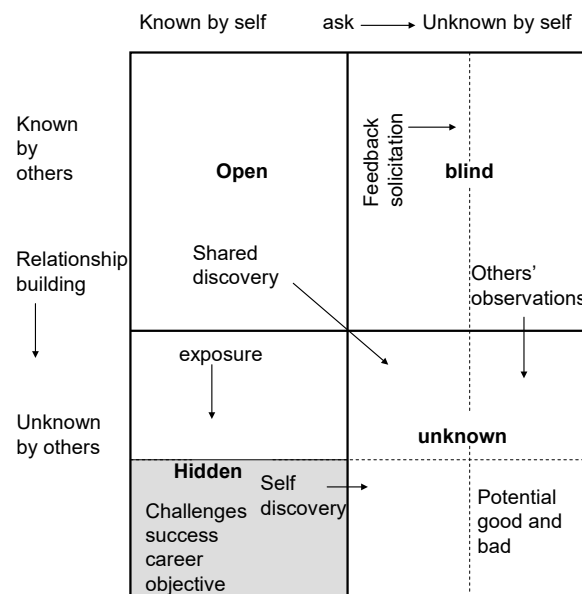
Johari's Window		
	Known to Self	Unknown to Self
Known to Others	Public / Open	Blind Spots
Unknown to Others	Private	Unknown

- **Pane/Quadrant 1 – Publicly Known**
 - Known to Self and Others
 - Commonly Held Knowledge
 - Behaviors and Motivations Seen and Known
- **Pane/Quadrant 2 – Privately Held**
 - Known to Self and Unknown to Others
 - Private Behaviors and Choices in Not Revealing
- **Pane/Quadrant 3 – Blind Spots**
 - Known to Others and Unknown to Self
 - Unaware of Both Actions/Behaviors and Impacts of Them on Others
- **Pane/Quadrant 4 – Unknown**
 - Unknown to Both Self and Others
 - May be the Potential for Good or Bad

Principles of Change Within Johari's Window:

- A Change in One Pane/Quadrant will Affect All Other Panes/Quadrants
- Mutual Trust and Communication will Increase Awareness
- Forced Awareness is Usually Ineffective
- Learning Causes Change
- Pane/Quadrant 1 Size is Determined by Communications and Relationships
- Curiosity will Unlock Pane/Quadrant 4
- Pane/Quadrant 2 Should Never be Fully Emptied

Johari's Window Model



**Sometimes the
people you'd
take a bullet for
are the ones
behind the
trigger.**

Nishan Panwar

Skill: Hot Buttons

Hot Buttons and Triggers:

Hot buttons are those trigger events, situations and people that provoke a sharp, emotionally driven reaction. These reactions are usually wrapped around a form of anger or disappointment.

The big leadership risk related to hot buttons is that when pushed and when you react, there is an immediate transfer of power from you to the button pusher. This may never be recovered or certainly not recovered in the short term.

Adult humans have between five and seven hot buttons being stored at any one time. Hot buttons and triggers can change and they can never be eliminated but rather managed effectively.

Improving Hot Button Reactions:

To avoid a loss of power and credibility, manage your hot buttons and triggers by:

1. Identifying your hot buttons and triggers. They can be people, situations or events.
2. Understand the impact of a reaction to a trigger event and the loss of your credibility and power.
3. Become a DELIBERATE RESPONDER and not someone who reacts.
4. Pause. Use a three to five second pause before responding in a trigger or hot button event.
5. Avoid those situations that push your hot buttons until you can control and manage your responses.
6. Take timeouts to keep yourself calm, composed and thinking. When you remain thinking, you can control the reactions.

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

Daniel Goleman

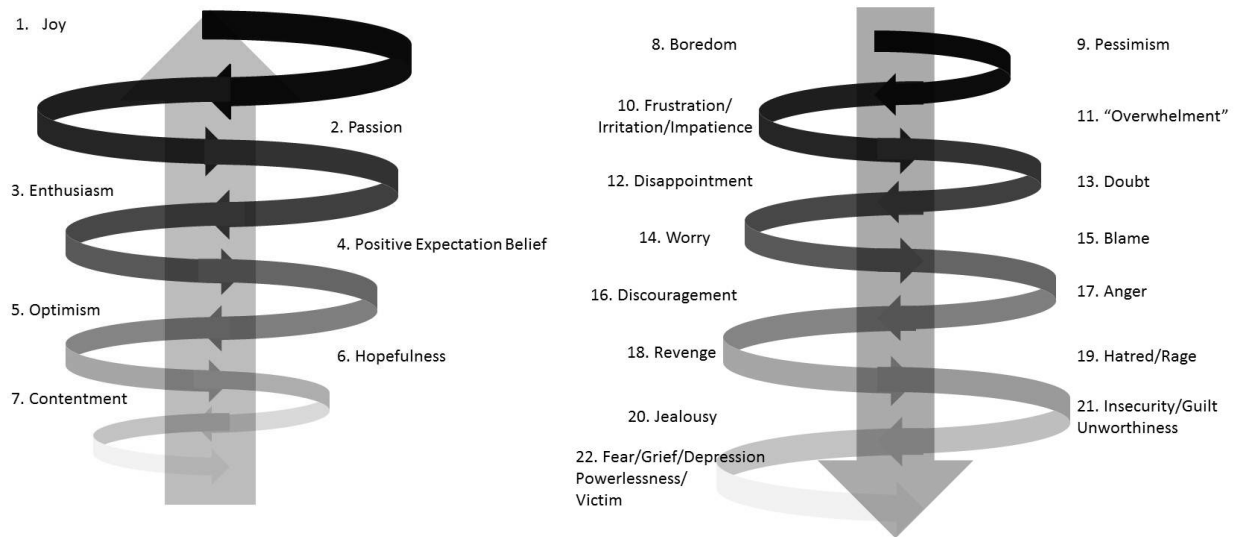
Skill: Emotional Composition

Emotional Composition:

Understanding your emotional composition is a complex and life-long process of awareness followed by active management of what is discovered.

1. Emotions drive attitude and beliefs. Attitude and beliefs drive behavior.
2. 80% of your reactions, responses and decisions are driven by your emotions.
3. Your emotions also have an impact (positive or negative) on your physical energy. Leadership requires a high level of physical energy.
4. Healthy people have a wide range of emotions and experience both ups and downs.
5. People have a predominant emotional state in which they spend the bulk of their time over an extended period.

Abraham Hicks Scale:



Aegis Learning/Schneider Scale:**Emotional Composition**ae•gis
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Tactics for: Emotional Composition

Determine Your Emotional Composition:

In order to understand your emotional composition and then apply prescriptive measures to improve it, you have to:

1. Track your emotional composition across an extended period of time.
 - Determine the State You Spent the Most Time In During a Day
 - Track Daily for a Minimum of Two Weeks
 - Continue to Track and Monitor
2. Seek feedback about the emotional state you are projecting.
3. Track emotional highs, lows and potential reasons for each.

Day	High	Low	Predominant	Feedback View
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				

**It is not the
mountain we
conquer, but
ourselves.**

Sir Edmund Hillary

Skill: Basic Self-Mastery

Basic Self-Management:

You and only you are accountable and responsible for your emotional intelligence and self-mastery.

Improving Self-Management:

Baseline principles for self-management and self-mastery include:

1. Own Your Behavior, Attitude and Emotional Composition
 - You are Not a Victim of Others or Circumstances or Environment
 - Your Responses, Reactions and Decisions are Your Choice
2. Prepare to Unlearn
 - Note What Doesn't Serve You Well
 - Release the Negative and Poorly Functioning Actions
3. Project and Use Positive Attributes
 - Confidence
 - Resilience
 - Positivity/Optimism
 - Self-Restraint and Control
4. Actively Manage and Work on Emotional Composition
 - Gratitude
 - Mindfulness
 - Forgiveness
 - Fun and Play
 - Giving
 - Removing Blame and Judgement
5. Seek Total Person Balance
 - Build Mental and Intellectual Capacity
 - Care for the Physical Body

**To be a great
champion,
you must
believe you
are the best.**

Muhammad Ali

Skill: Confidence

Confidence:

Confidence is the outward projection of self-esteem and self-worth. Genuine confidence is driven by a healthy, not egotistical or arrogant, self-view of personal value and worth.

Confidence can be projected without the actual self-esteem but will be short-lived and not sustained. Often projection of confidence, when genuine confidence does not exist, will aid in the recovery of actual, genuine confidence driven by self-esteem.

Other contributors to confidence include:

- Your History of Successes
- Environmental Support for Risk and Mistakes
- Environment Support for Differences or Hypercriticality
- Positive Feedback or Lack of Positive Feedback

Confidence is also a reconciliation of the consequences of failure that is processed in most people very quickly. This neuro process examines what happens if something doesn't work right, accepts or rejects that consequence and then moves with confidence at the point of decision. People who lack confidence will stay in this mental process for extended periods without action.

Improving Confidence:

To improve your confidence:

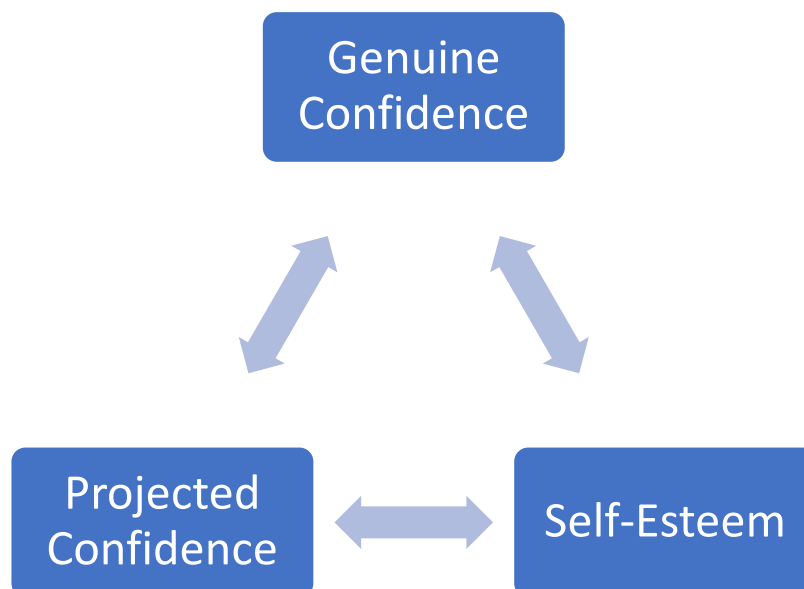
1. Keep Self-Talk Positive and Encouraging
 - Rid Negative Images
 - Internal Pep Talks
2. Remember Past Victories and Successes
3. Avoid Negative People
 - Gossipers
 - Complainers
 - Whiners
 - Yah Buts
4. Seek to Understand Critics and Corrective Comments
5. Set Both Long-Term and Short-Term Objectives
 - Personal
 - Professional
6. Participate in Outside Activities
7. Develop and Nurture Supportive Relationships

8. Seek Feedback from Others on Accomplishments and Work
9. Track Accomplishments and Achievements
10. Use Possiblistarian Mindset
 - What Can Be Done
 - Possibilities and Potential Driven

Projecting Confidence:

To project confidence or to help establish genuine confidence, begin using:

1. Speak Directly and Authoritatively
 - Not as a Dictator
 - Assertive but Not Aggressive in Tone
 - Avoid Feel Based Words
 - Avoid Opinion Words
2. Positive and Confident Non-Verbal Signals
 - Erect and Upright Posture
 - Walk with Purpose (Pace)
 - Open Hands and Arms
 - SMILE
 - Offer and Use a Firm Handshake
 - Dress Well and Manage Your Appearance
3. Initiate Interactions
4. Provide Positive Feedback and Encouragement to Others
5. Offer and Provide Assistance to Others



Warning About Confidence (And Resilience):

Like all skills and competencies, confidence and resilience can be overdone and overused.

1. Confidence can quickly turn to aloof and arrogance and repulse people. With confidence, people seek leaders that display humility and approachability.
2. Confidence is generally unspoken and projected while arrogance is spoken. Confidence is also quiet while arrogance is loud.
3. When resilience and self-care is overdone, it easy becomes and looks to others as being self-centered and only concerned with self. The skills of resilience should also be practiced quietly and privately.
4. When a leader places his or her needs for confidence building or resilience restoring above the needs of the team, they risk losing the loyalty and commitment of the team. Avoid demonstrating self-centeredness.
5. Not all personality types react to confidence in the same manner. Confidence does not have to be openly assertive or bold.

**I am not what
happened to
me, I am what
I choose to
become.**

Carl Jung

Skill: Resilience

Resilience:

Your ability to bounce back and respond to challenges and obstacles is your resilience. Resilience is needed in leadership because you don't have the luxury of a long recovery time, pouting or being upset when a challenge occurs. And challenges WILL occur. Your "back in the game" resiliency response time needs to be near instantaneous.

Improving Resilience:

Some of the tactical approaches to improving your resilience are very similar to those to improve your confidence and include:

1. Take Care of Your Physical Being
 - Exercise
 - Diet
 - Habits
 - Rest
2. Develop and Nurture Supportive Relationships
3. Utilize Humor and Laugh and Play
4. Offer and Provide Assistance to Others
5. Devote Time and Energy to Other Projects and Tasks
6. Avoid Seeing Any Challenge as Permanent or Insurmountable
7. Review History and Obtain Knowledge About a Challenging Situation
8. Actively Manage Your Emotional Composition
9. Maintain Positive and Encouraging Self-Talk
10. Maintain Perspective
11. Continue Headway Towards Other or Long-Term Objectives
12. Accept and Embrace Change
13. Look for Points of Hope and Optimism
14. Maintain Routines
15. Listen to Music (No Sad Stuff)
16. Allow Grieving for a Loss

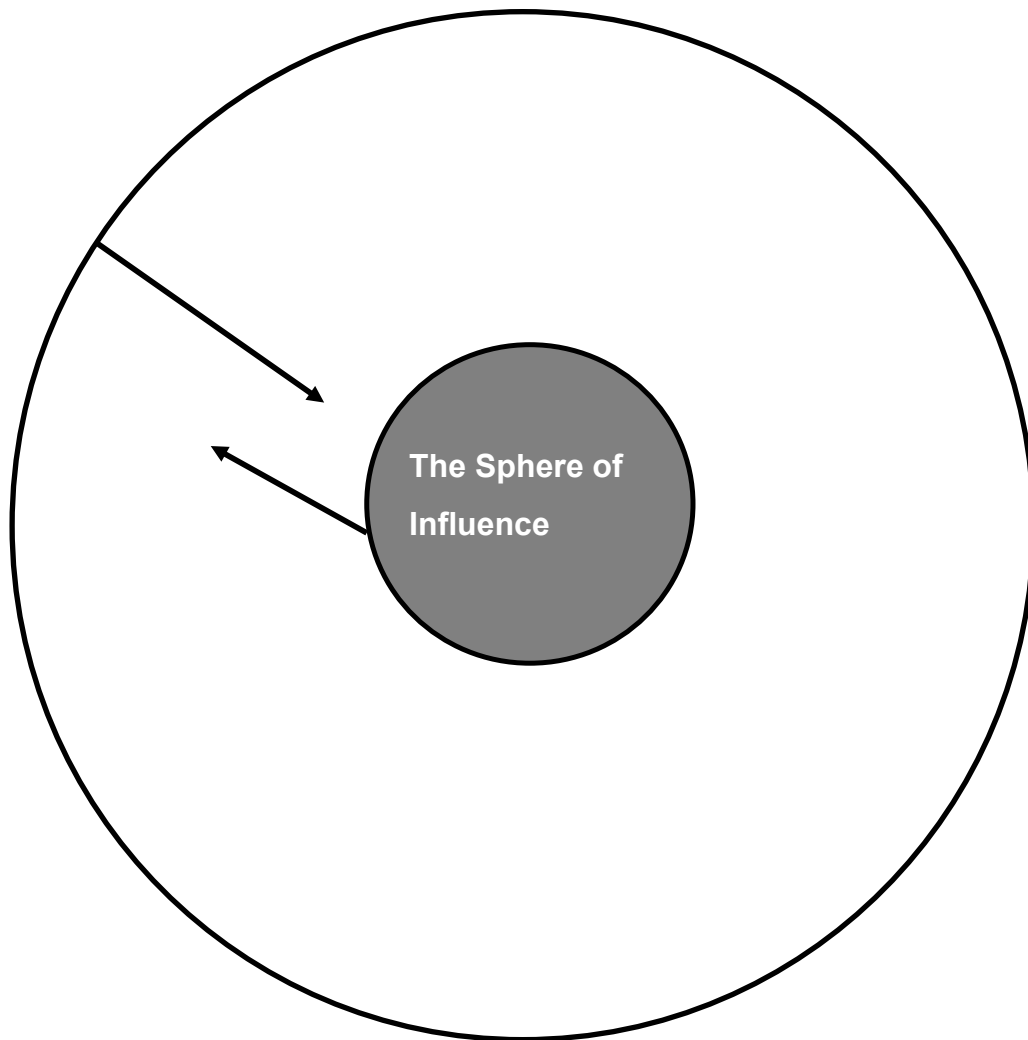
Spheres of Influence and Concern:

Related to resilience, stress management and emotional composition management, the spheres of influence and concern offer a great visual perspective to assist you.

The sphere of concern is everything that you worry about and are concerned with including professional, personal and global events. Many of these worries are perceptive or made up.

The sphere of influence is everything that you can influence and control. Most prevalent among the contents of this sphere are your actions, behaviors, emotions and attitude.

The gap between the two spheres is where stress, worry and unhappiness is cultivated.



Managing Influence and Concern:

To achieve less stress, great resilience and more happiness, manage the spheres of concern and influence by:

1. Let Go

- Identify What You Can't Influence or Control
- Identify Where Your Influence or Control is Nominal
- Stop Worrying About Those Things
- Understand the Universal Law of Stuff Happens
 - Death
 - Taxes
 - Choices Made by Others
 - Responses by Others

2. Enhance Influence

- Relationship Depth
- Relationship Volume and Scope
- Participation and Input

**Any fool can
criticize, condemn
and complain but
it takes character
and self-control to
be understanding
and forgiving.**

Mark Twain

Skill: Self-Regulation

Self-Regulation:

Self-regulation is the ability to control yourself. The most difficult person that you will ever lead or manage is you.

Self-regulation is not about controlling your thoughts, beliefs or emotions but about controlling and regulating how those are projected in your behavior.

Tactics to Improve Self-Regulation:

To improve your self-regulation, begin:

1. Avoid the Need to Be Heard
 - When Hurt
 - When Angry
 - When Needs Are Not Met
 - When Feeling Wronged, Slighted or Insulted
2. Avoid Communicating When Emotionally Charged
 - DELIBERATELY RESPOND and not React
 - Age and Give Time to Responses
 - Remove Hands from Keyboard and Phone
 - Take a Walk
 - Engage in Another Activity or Task
3. Avoid Impulses and Urges that Provide Immediate Gratification
 - Not Every Opening for Humor Should be Taken
 - Avoid Sarcasm and Snarky
 - Short Term Satisfaction will Ratchet Up Conflicts
4. Analyze and Think About the Impact of Your Words and Actions
 - Are They Needed
 - Do They Hurt Others
 - Do They Add Genuine Value
 - Are They Self-Serving
 - Are They Defensive
5. Utilize “Battlefield Cool”
6. Use Pauses
 - Three to Five Seconds Before Response
 - Purposefully Breathe

**Everything that
irritates us
about others
can lead us to
an
understanding
of ourselves.**

Carl Jung

Skill: Empathy

Empathy:

Empathy is the ability to understand the perspective, emotions and viewpoint of another person. It is walking in another person's shoes and traveling their journey. It is understanding what someone else is going through at any moment or in an extended period of time.

Empathy is also the capacity to experience and relate to the feelings of others. It is a basic understanding of what someone is feeling. 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.

Empathy is also the bridge between an emotional position and a logical position. It connects policy, procedure, process and business decisions with the human emotional state.

Empathy is NOT sympathy. Sympathy provides a compromise of position or a change of condition. Empathy understands but does not always compromise.

Types of Empathy:

1. Cognitive
 - Recognize What Someone is Feeling
 - Requires Basic Emotional Awareness
2. Emotional
 - Feeling What Someone is Feeling
 - Usually Requires a Shared Experience
 - Deeper Levels of Emotional Intelligence and Awareness
3. Compassionate
 - Assisting with the Feelings of Others
 - Need to Help and Fix
 - Counselling Type of Approach

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

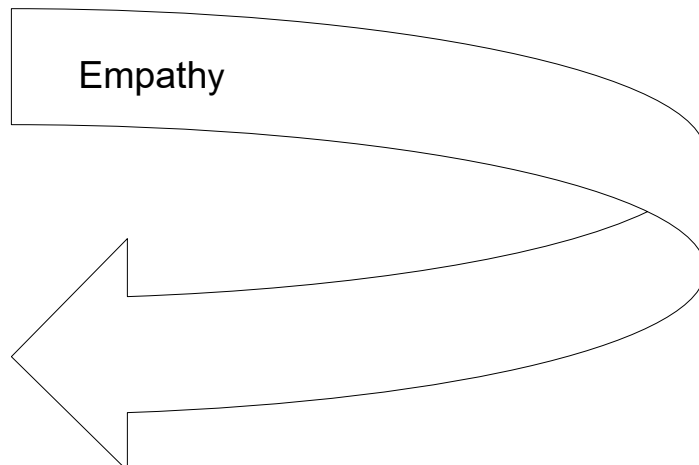
Tactics to Improve Empathy:

To enhance and improve empathy:

1. Listen Effectively and Without Interruption
2. Avoid Assumptions and Judgment
3. Place Yourself in the Narrative or Situation
4. Don't Dismiss or Diminish Feelings
5. Don't Compare to Anything You Have Gone Through
6. Provide Validating Statements
7. Provide an Apology
8. Make Practicing Empathy a Conscious Choice
9. Slow Down and be in a Mindful Presence
10. Remember These Interactions are NOT About You

The Bridge of Empathy:

1. Organizational Needs
 - Relocation
 - Title Change
 - Hours Change
 - Staffing Levels
 - Service Times
2. Emotional Position or Attachment
 - Attachment to Office
 - Prestige and Ego
 - Personal Needs
 - Socialization Needs
 - Basic Needs



**Take control of
your consistent
emotions and
begin to
consciously and
deliberately
reshape your daily
experience of life.**

Tony Robbins

Skill: Emotional Management

Emotional Management:

After you have a relatively clear starting point for your most likely and common emotional composition, you can begin the process of managing that and moving it upward.

The reasons that someone would chose to move their emotional composition upward on the scale include:

1. Enhanced Physical Energy
 - Energy is Required for Leadership
 - Energy is Required to Execute Plans and Ideas
2. Increased Happiness and Overall Emotional Health
3. Sustainability of Leadership Skills
 - Emotions Drive Attitudes and Beliefs
 - Attitudes and Beliefs Drive Behaviors
 - Without Solid Emotional Composition, Skill Application is Short-Lived
4. Improved Relationships
 - People Migrate to More Positive and Loving People
 - People Stay More Connected to Positivity
 - Charisma and Charm Follow Emotional Positivity

Emotional composition does not change overnight and is a journey that many spend a lifetime working to accomplish. You will also not see quantum jumps in your emotional composition but rather incremental changes from one level to another. Typically, significant movement can take upwards of forty days of consistent work.

It is important to receive feedback during this process and to do so, you will need to disclose that you are working on some of these things. Without this disclosure, you will not receive any validating feedback related to changes in your emotional composition.

Tactics to Improve Emotional Composition:

1. Practice Mindfulness
 - Meditate
 - Start Small
 - Sit and Be Comfortable
 - Choose Your Spot Carefully
 - Breathe and Focus on Breathing
 - Release Physical Tension
 - Allow Your Mind to Wander and Empty
 - Walk
 - Disconnected Fully
 - In the Present-Not Worried About Future or Regrets of Past
 - Establish Routines and Consistency
 - Failures are Part of the Process
 - Use Aides and Guides
 - **Continue for 40 Consecutive Days**
2. Practice Gratitude
 - Much More Than Just Saying Thank You
 - Note and Journal Items of Thankfulness
 - Include Personal Action Appreciation
 - Share Appreciation and Gratitude Purposefully
 - **Continue for 40 Consecutive Days**
3. Provide Forgiveness
 - Forgiveness is About You Not Others
 - Ultimate Release of Baggage
 - Choose Date Certain
 - Note a Forgiveness List
 - Forgive Yourself
4. Play and Have Fun
 - Remember What Makes You Laugh
 - Repeat What Makes You Laugh
 - Schedule Play and Fun Time Religiously
 - Lighten Up
 - **Continue for 40 Consecutive Days**
5. Give
 - Without Expectation of Return
 - Without Conditions
 - Not Just Money
 - Give Time and Effort

6. Remove Blame and Judgement

- Openly Look for the Good in Others and Situations
- Own Your Actions and Take Accountability for Your Part in Situations
- Review Occurrences as Being Needed for a Reason
- Avoid Labels

7. Discover Purpose

- Realize Why You Are Here
- Understand Your Impact on Community and World
- Connecting What You Do to the Impact on Others
- Who You Are Meant to Become

8. Connect Deeply

- Build Relationships on Deep Levels
- Connect Emotionally and Spiritually
- Discover Deep Conversations

**Only a life
lived in the
service to
others is
worth living.**

Albert Einstein

Skill: Service to Others

Service to Others:

Leaders are servants and their primary customer is their team and their respective needs. A leader must provide service to those team members or lose their commitment, loyalty and trust.

Tactics to Improve Service to Others:

1. Recognize Team Members as Customers
2. Prioritize the Requests of Team Members
3. Prioritize Team Member Needs
 - Communication
 - Relationship Building and Maintenance
 - Feedback
 - Empowerment
4. Prioritize Team Member Communication
 - One-On-One Meetings
 - Replies to Email
 - Returning Phone Messages
 - Requests for Time
5. Do NOT Speak Poorly About Other Team Members or External Customers
6. Do NOT Equate Approachable, Empathetic and Engaging to Being Soft or Weak
7. Use the Words of Professional Courtesy in All Interactions
 - Please When Something is Needed
 - Thank You When Something is Provided
 - I'm Sorry When a Need is Not Met
8. Give of Yourself
 - Mentoring
 - Assistance and Support
 - Community Service and Giving
9. Subordinate Self-Interest for the Good of Others
10. Open to Suggestions and Feedback

**I feel my heart
break to see a
nation ripped
apart by it's
own greatest
strength; it's
diversity.**

Melissa Etheridge

Skill: Appreciation of Diversity

Appreciation of Diversity:

Diversity is simply a difference or set of differences between people. A diverse team will connect better with a diverse customer base and produce a significantly broader and more meaningful set of input and new ideas. Ultimately, diversity will affect bottom line performance in a positive way and create an environment more appealing for team members and customers.

Successful organizations want the economic impact from a diverse population and to avoid the risks associated with discrimination. Individual leaders make this happen.

To create that type of environment, leaders must support, encourage and ultimately truly appreciate the diversity in others.

Types of Diversity to Consider:

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

Tactics to Improve the Appreciation of Diversity:

1. Acknowledge the Presence of Biases
2. Acknowledge the Potential for Discrimination
3. Understand Bias Are Displayed in Behaviors (Driven by Attitude and Beliefs)
4. Comments and Jokes Can Suggest Bias
5. Acknowledge Your Culture is Not the Only Way
6. You Are Not an Expert in Other Cultures
7. Read, Learn and Gain Knowledge About Other Diverse People
8. Understand There is NO Bad Culture
9. Listen Closely to Those Who are Different from You
10. Seek Understanding and NOT Conversion
11. Communicate in an Open and Non-Threatening Manner

**Emotional
intelligence is
when you
finally realize
it's not all
about you.**

Peter Stark

Skill: More Personal Skills

Personal self-mastery has other personal skills associated. These sections are about improving those skills.

Tactics to Improve Trustworthiness:

1. Meet Deadlines
2. Meet and Exceed Performance Expectations
3. Meet and Exceed Quality Expectations
4. Maintain Confidences
5. Keep Confidential Information Closely Held
6. Live to Your Commitments and Required Obligations
7. Maintain Personal Integrity and Values
8. Avoid Gossip and Talk About Others
9. Become Trusting of Others
 - Many Times Trust is Reciprocal
 - Take Statements from Others on Face Value
 - Avoid Verifications and Requests for Cover
10. Avoid Blame and Finger Pointing

Tactics to Improve Conscientiousness:

1. Take Pride in Your Work and Work Quality
2. Provide More than the Minimum Expected
3. Seek Feedback About Work Quality and Performance
4. Work As If Everyone Was Watching
5. Use Critical Thinking Skills
 - Look for Better Methods
 - Review as if Seen by Others
6. Review Work Prior to Submitting

Tactics to Improve Initiative:

1. Seek Opportunities Within the Organization to Contribute
2. Seek Opportunities Outside the Organization to Contribute
3. Look Critically at Procedures and Processes
 - Areas to Improve
 - Empathize with Customers and Stakeholders
4. Propose New Ways and Methods
5. Never Accept Current State or Condition as the Best
6. Challenge Existing Practices
7. Challenge Existing Personal Habits and Routines
8. Look for Unseen Opportunities and Solutions
9. Do NOT be Limited by Job Description or Function

Tactics to Improve Your Drive for Achievement:

1. Remain Focused on Results and NOT Methods and Processes
2. Set and Track Key Performance Objectives
3. Report Key Metrics and Performance Measurements
4. Set and Track Personal Growth and Development
5. Focus Energy on Meaningful Results and Organizational Mission
6. Eliminate Non-Productive Tasks NOT Related to the Generation of Results

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Tactics to Improve Your Commitment:

1. Challenge Yourself to Overcome the Desire for Personal Comfort
2. Devote More Time than Required into Meaningful Work Activities
3. Attach Personal Purpose to Organizational Mission and Purpose
4. Always Do More than Just Enough

Tactics to Improve Your Hopefulness and Optimism:

1. Look for the Good in All Situations and People
2. Find Hope in Difficult Situations
 - Share Hope with Others
 - Provide Direction Out from Difficult Situations
3. Rally Your Team During Tough Times
4. Appreciate What You Have and Your Opportunities
5. Avoid Comparisons to Others and Judgment
6. Look at Setbacks as Challenges and Learning Opportunities
7. Remind Yourself of Purpose, Values, Vision and Mission.
8. Engage Perspective
 - The Sun Came Up
 - You Saw It
 - Everything Else is a Bonus

Tactics to Improve Flexibility:

1. Detach from Past Methods and Approaches
2. Reduce Ego Attachment from Process Expertise
3. Understand Einstein's Definition of Insanity
 - Same Thing
 - Expecting Different Results
4. Move Between Changes of Priority or Tasks Without Comment
5. Become Open to Other People's Ideas and Suggestion
 - Regardless of Source
 - Not All are Valid but All are Ideas
6. Review Situations from All Sides
 - Customers
 - Team Members
 - Other Stakeholders

Tactics to Improve Innovativeness:

1. Encourage the Use of New Methods and Processes
2. Openly Seek Input on Approaches
3. Challenge Existing Processes and Reasoning for Them
4. Embrace Risk Taking
5. Avoid Criticality of Failed Innovation
6. Praise Innovation
 - Efforts
 - Ideas
 - Successful and Unsuccessful

Self-Mastery Style:

All people have different coaching and leadership styles. The most commonly noted are:

- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine self-mastery styles and to build skills related to that.

DiSC is an acronym that stands for:

- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary behavioral influence will drive a great deal of your leadership approach.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.



DiSC Self-Mastery Styles and Approaches:

Each DiSC behavioral style has a unique set of self-mastery traits and tendencies. And each DiSC style has unique challenges.

Dominance (D)

- Be Open to and Solicit Feedback from Others
- Don't Assume You Are the Expert in You
- Pause Before Responding
- Tone Down Natural Responses in Anger and Disappointment
- Overcome the Need to Be Right

Influence (i)

- Actually Listen to Feedback Provided
- Do NOT Debate or Justify Feedback Received
- Tone Down Natural Responses in Joy and Elation
- Project Genuine and Transparent Emotions
- Overcome the Need to Be the Center of Attention

Steadiness (S)

- Validate Feedback Received
- Act on Meaningful Feedback and Avoid Overthinking
- Turn Up Positive Emotional Responses
- Project Emotions Openly
- Overcome the Need to Blend and Not be Noticed

Conscientiousness (C)

- Be Open to and Solicit Feedback from Others
- Don't Assume You Are the Expert in You
- Overcome the Need to Be Right
- Turn Up Positive Emotional Responses
- Cease Equating Emotions with Weakness
- Project Emotions Openly
- Become More Transparent and Sharing

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.

**Sometimes I think
the surest sign that
intelligent life
exists elsewhere in
the universe is that
none of it has tried
to contact us.**

Bill Watterson

Tim Schneider, PhD., MBA, BS/BA Dual
 Founder, CEO, Project Lead and Senior Facilitator
 Published Author and Source
 30+ years-Leadership, Teamwork, Customer
 Service and Professional Development
 Certified Facilitator, Trainer, Speaker and Coach

Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”.
 Tim brings passion, heart and 30 years of successful experience to all leadership
 development projects, customer service initiatives and when building high performance teams.

Tim is the author of **LeadWell-The Ten Competencies of Outstanding Leadership**, **Beyond Engagement**, **RISE – Creating Unlimited Happiness**, and **A Heart for Leadership**; high impact books about leading the right way and creating an organizational culture that is both healthy and successful. His works have been featured in many business and professional development publications and he is one of the most sought-after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.



Danielle Weible, MBA, BS
 Vice President and Certified Facilitator
 5+ years-Leadership and Professional Development

Danielle holds a Bachelor of Arts in Psychology with a minor in Education, as well as a Master's Certificate in Public Administration. With a solid foundation in psychology and education, she brings a deep understanding of human behavior and effective learning strategies to each role. Her background is complemented by hands-on experience in coaching and leadership, where she has successfully guided teams and individuals to reach both personal and organizational goals.

Throughout her career, she has demonstrated a unique ability to inspire and empower others, focusing on developing strengths, fostering a growth mindset, and creating a positive, results-driven environment. Her expertise in public administration adds a strategic dimension to their leadership style, allowing her to navigate complex organizational challenges while prioritizing efficient, community-oriented solutions.

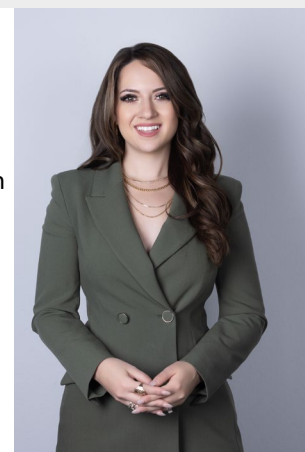
In her personal time, Danielle enjoys spending quality time with family, valuing the balance between professional dedication and personal connections. Committed to lifelong learning and continuous improvement, she aims to make a meaningful impact in every role they take on, contributing to sustainable growth and positive change.



Lisa Nelsen, BA
 Certified Senior Facilitator and Coach
 5+ years-Leadership and Teamwork Development

Her Lisa Nelsen is a speaker, facilitator, and author of The Effort Gap, a personal growth platform that helps people bridge the space between knowing and doing. Her work explores how people really grow—in relationships and community—through clarity of thought, self-leadership, and genuine human connection.

Lisa's career has spanned small businesses, advertising agencies like R&R Partners and MassMedia Corporate Communications, and the nonprofit sector. As Director of Communications and Development for Opportunity 180, she helped the organization secure over \$25 million to increase access to quality public schools in Nevada's high-poverty neighborhoods. In 2020, Lisa launched Coruzzi Communications, a branding and strategic communications firm serving nonprofits and their mission-driven partners.



Kelley Reynolds
Senior Facilitator



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Facilitator



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Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

☐ **Leadership Development**

- Based on the Ten Competency Model
- Empirically Driven, Statistically Accurate Approach
- 30 Years of Best Practices
- Training
- Coaching
- Follow-Up Tools
- Talent Identification and Succession

☐ **Customer Service Initiatives**

- Training
- Process Review

☐ **High Performance Team Building**

- Core Team Competencies
- Trust, Respect, Conflict and Communication

☐ **Assessments**

- DiSC Workplace, Management and Leadership
- 5 Behaviors of a Cohesive Team
- Certified Facilitator and 15 Year Award Winner

☐ **Individual Development Coaching**

- Accountability and Holistically Based
- Leadership, Professional Development and Personal Achievement

☐ **Retreats**

- Maximum Impact Environment
- Strategic Planning, Team Building and Leadership Development

☐ **Speaking and Keynotes**

- Fun and Impactful
- Leadership, Teamwork, Customer Service and Personal Development

☐ **Talent Management and Consulting**

- Engagement Enhancement
- Talent Identification and Succession
- Key Processes
- Organizational Structure

☐ **Books**

- *LeadWell-The Ten Competencies of Outstanding Leadership*
- *Beyond Engagement*

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