

LEAD WELL

THE TEN
COMPETENCIES
OF
OUTSTANDING
LEADERSHIP

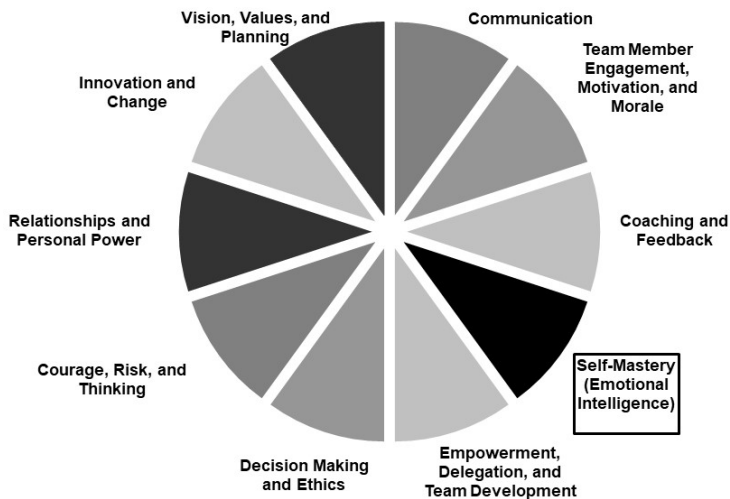
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Chapter 4

Self-Mastery (Emotional Intelligence)

"No man is fit to command another that cannot command himself."
William Penn



- ✓ Background on EQ
- ✓ If 3 People Call You an Ass
- ✓ Self Control and Discipline
- ✓ Confidence
- ✓ Complete Understanding
- ✓ Owning Behaviors
- ✓ Resilience
- ✓ Result Orientation

The most difficult person you will manage in your leadership career is you.

That's a hard statement to get your hands around and grasp but managing yourself is a challenging task. Without good self-management, the delicate balance between leader and follower is jeopardized. You can lose credibility. You can damage relationships. You can become completely irrelevant.

Background on Self-Management

First, a little background on self-management. Self-management is half of the science of emotional intelligence. Emotional intelligence tells us that eighty percent of our reactions, responses, and decisions are driven by emotion, not by logic or processed thought.

Many leaders struggle with this concept because they fancy themselves as creatures of pure, unemotional logic. This is nothing but a fallacy designed as a cover for the true nature of decisions and responses.

Emotional intelligence is split into two distinct pieces. The first piece is self-management. The second piece is external and relational management. When you develop the skills associated with both of these pieces, a complete emotionally intelligent leader is achieved.

Another point of emotional intelligence and self-management relate to age and experience. There is absolutely no correlation between calendar age and emotional intelligence. Some twelve-year-olds have outstanding self-management and emotional intelligence while some fifty-year-olds have very poor emotional intelligence.

Organizations of all types and sizes have found that good self-management is a great predictor of workplace success, much more so than experience, formal education, or technical skills. Team members and leaders with good emotional intelligence and self-management are much more likely to be successful than those whose skills are lacking.

This has caused more and more companies to test, screen, and interview for emotional intelligence and self-management. Your next career move may become dependent on how well you can manage yourself.

Complete Understanding is the First Step

The first, and perhaps hardest part, of self-management begins with full understanding of the subject matter. That would be you.

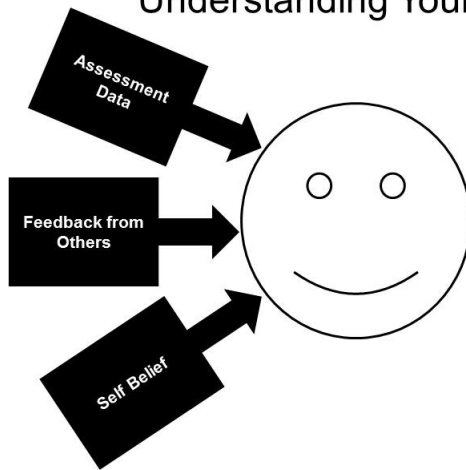
You will never completely understand yourself and about the time you think you have a handle on all of your behaviors and personality traits, new iterations of you and your style will

emerge. Understanding yourself is not a singular event but a necessary leadership process that needs to be frequently addressed and consistently administered.

There are three sources of information for self-understanding. The first is the most overused and most unreliable source related to effective leadership. Far too many leaders rely solely on their own discovery and feelings to try to understand themselves. Unfortunately, this source is full of pitfalls and lies. Often, self-talk and intuitive feedback is more about who we would like to be than who we really are. Internally produced feedback is part of understanding yourself, but it is a highly unreliable source.

Another reason self-feedback is not a good sole source of understanding is that many leaders have a tendency to be either hypercritical of themselves or self-aggrandizing. The hypercritical feedback leads to negative thoughts that are counterproductive in self-management. The puffing that comes from believing you are better than you really are can lead to alienation and loss of followers. Self-feedback needs to be balanced with information from more objective sources.

Understanding Yourself



Assessments and Profile Tools

One of the best sources of leadership self-understanding comes from psychometric personality tests. Great examples include the DiSC profile and the Myers-Briggs assessments. A psychometric test is a fully validated, predictive tool that can be used in a variety of settings including coaching, counseling, team building, and leadership development. Tests like color coding, “What Star Wars Character I Am”, and handwriting analysis might be fun, but they aren’t valid or predictive of your behavior and attitude traits.

One of the great dynamics witnessed in the past twenty years of coaching leaders relates to the use of personality tests. Almost without exception, people find a piece of

language in one of the DiSC profiles and just fall in love with it. Things like “works well under pressure,” “considers the feelings of others,” “builds relationships and teams effectively,” or “takes charge and accepts challenges.” They will ooze with pride when reading and reviewing results like those.

Without missing as much as a breath, the same people read language such as “can become manipulative and quarrelsome,” “easily distracted by interruptions,” “overly concerned with details,” or “appears artificial or disingenuous,” and react with contempt for the validity of the assessment.

The difficult bottom line about psychometric instruments for feedback is that you can’t embrace the good comments without being accountable for the other traits that you don’t like or agree with. We encourage leaders to note all the statements in these instruments in which they disagree and then ask someone else to review them and provide honest feedback. The results: almost unanimously, other people reviewing the results fully validate the accuracy of what is said. Like it or not, it is you and your behavior.

Many times, the information the leader doesn’t agree with represents behavioral blind spots. Blind spots are those pieces of behavior, or in the case of leadership, stylistic

elements, that the person doesn't recognize but all other people see with perfect clarity.

Unmanaged, blind spots can alienate followers, harm and strain relationships, and create poor image elements that can damage a career. Blind spots can also be a limiting factor in the growth and ongoing development of leaders.

If Three People Call You an Ass, You Should Buy a Bridle

The third and final source of information related to understanding yourself comes from the feedback of others. This can be in two subsets: formal and informal.

Formal feedback from other people includes performance reviews and 360-degree evaluations. Performance reviews are not a good source of self-understanding and awareness because they're done infrequently, and they're generally not done well.

The formal process of gathering leadership, performance, and behavioral information from others is commonly referred to as a 360-degree assessment. It obtains feedback from those you lead, your boss, and others, including vendors and customers, on which you exercise influence. The best versions of these instruments contain both quantified and numeric ratings about key leadership indicators, as well as a section for anonymous comments. The most helpful information is often found in the comment section under

headings that include behaviors to stop, behaviors to begin, things the person does well, and things the person could do better.

The one intellectual honesty risk with 360-degree feedback comes from selecting the audience to comment and evaluate. Two errors occur frequently in choosing either people you know will be very supportive and positive, or choosing people that will be very critical. Neither population provides an accurate picture of you or your style. Evaluators and comment providers must be a cross section of those who love you and those who do not.

Informal methods of gaining feedback include the highly complex transaction of (gasp) asking people how you are doing. One of the best leadership sources of this information come from those being led. Simply asking how you are doing as a leader, what you could do better and what is working well, is a great source of feedback to understanding yourself and uncovering some important blind spots.

Another source of the same type of information comes from peers or near-peers. Since they have no real vested interest in how you lead, their degree of honesty is usually pretty high. This works especially well if you can create a peer mentoring relationship where the feedback is shared between both of you.

As with all types of self-understanding feedback, this also contains a warning tale or two. The first time out of the gate, many people will not provide you with direct and fully honest information. In fact, your subordinates and peers may sugar coat things or deny there's anything in you that needs changing. They may even think you're up to no good in this questioning. Only through a consistent approach free of repercussions will team members provide you with completely honest feedback. You must ask several times across multiple months and show that no one is going to get hurt to receive the self-management information you want.

The final cautionary tale about direct feedback is the desire of many people to dismiss the source. In informal feedback, if you hear something you don't like from someone you don't like, it's easy to discredit the information. You might say things like, "You know Bob. Nothing ever pleases him," or, "Mary has not had a good thing to say about a boss in ten years." Unfortunately, even when the source is not valued, some of the feedback is important. Even when wrapped in exaggeration or dislike, important information about you might lay below the surface and underneath some emotion. Focus on the message and not the messenger.

The three ingredients of understanding yourself are what you already know and believe, feedback from personality assessments and profiles, and the feedback from others.

Armed with this information you are now ready to begin the final step of self-awareness and understanding.

Owning Your Behaviors

Like it. Love it. Hate it.

It is you.

The final piece of self-understanding and awareness is to begin to reconcile all the feedback you receive and owning who you are. The good and the not so good. The parts you like and the parts you don't like. The effective leader owns all the pieces of who they are.

From this point, most effective leaders will construct a plan to deal with the areas which need improvement. This is a longer-term approach in which your behaviors and style are modified through consistent application of better skills and competencies that take the place of the old behaviors. This type of change and progression takes time, persistence, and dedication.

Difficult? Absolutely. And absolutely necessary to your success as a leader.

A Little Note About Personal Change and Growth

The biggest obstacle most leaders face in their own growth and development is success.

That is a tough concept.

When things are going well, you get good raises. Your performance reviews are solid. Results are good. Everything is peachy. What is your motivation to change, improve, and grow?

Success often creates an artificial sense of the need to continue to grow, develop, and change. Success can be a fog that blurs reality. Success can blind leaders into believing they're doing everything well and nothing needs to be tuned.

The most changeable and development-desiring leaders are those who are coming off of a failure event, not a success event. Those who feel and experience failure embrace growth while those experiencing success often rebuff it.

Let the impetus for your leadership growth and development be success and not failure.

Key Components of Leadership Self-Management

After self-understanding and awareness, effective leaders must learn to embrace some key self-management skills and competencies.

Chief among the self-management competencies are self-control, discipline, and regulation. Not far behind is the need

for resilience and confidence. Confidence that does not morph into arrogance but genuine, unspoken confidence.

The final components associated with effectively self-managed leaders are work ethic and results orientation.

None of these are easy and all require great dedication to consistent self-management.

Self-Control, Discipline, and Regulation

The best definition of self-control is resisting the urge to act and speak when not appropriate. This is about holding your emotions, your tongue, and your desire to act when you know it's inappropriate or when you doubt the appropriateness of the behavior.

An important concept for leaders to embrace is that of hot buttons. We all have them. They come in many shapes, sizes, and colors. Some even have the names of people attached to them. A hot button is any event, issue, subject, situation, or person that evokes a negative, sarcastic, or edgy response. A person or event pushes the hot button, and you react in an adverse manner.

A critical point about hot buttons is the transfer of power that occurs when you're pushed to a reaction. The button pusher gains power and situational control when you react.

You lose power by reacting to your button being pushed.
They win. You lose.

Related to this phenomenon is what the button pusher learns. Whoever pushed your button and triggered your reaction will remember the event and return to that newly learned skill again and again. Those of us that are parents understand this circle well.

An effective leader must identify their personal hot buttons and do everything possible not to react when those buttons are pushed. That includes avoiding certain situations and people and confronting button pushers directly. Remember, we condition others that button pushing is effective, so we can also recondition them to cease pressing.

One of the most common occurrences in management, leadership, and supervision is over-emotionalism. Often, this is labeled with the highly scientific and technical term of “crackpot.” Effective leadership and over-emotionalism do not work together. A leader must be calm and cool in all situations and be level-headed in all interactions.

Crackpot leaders fly off the handle and become angry when things don’t go their way. They often blame that on being passionate about their job but in reality, these types of bosses are alienating their followers. They reduce their approachability, resulting in their team avoiding any contact

out of fear of an angry reaction. When upset by an event or circumstances, there is a proper course of action. Recognize it and deal with it by going for a walk, a workout, taking some time off, or getting some coffee. Anything to blow off steam and avoid interaction with your team.

When angry or disappointed, it's important to resist the urge to vent unless it's to a trusted friend, peer level leader, or family member. Venting to a team member is never appropriate and credibility may be lost when venting to your boss.

Another symptom of the crackpot type of leader is pouting. Hiding in the office. Avoiding all contact. Becoming sullen and unapproachable. This often occurs when things don't go quite right or when a leader has suffered a setback. Remember, your team looks to you for tone, optimism, and hope. If you pout, you're telling them that things must really be bad.

A sub-type of the crackpot leader is the Chicken Little. You remember from either the childhood story or the Disney movie, Chicken Little is the predictor of the sky falling. Chicken Little predicts doom and gloom at every opportunity. As with the character, a leader that loses her calm when times are difficult will lose credibility.

Our team members look to us for calm and optimism in times of difficulty. They don't want a leader that commiserates

and sees only the negative. They desperately want their leaders to pick them up and pull them through those difficulties.

The concept we most often teach is battlefield cool. This important leadership skill comes from the American Civil War when the government forces under the direction of U. S. Grant camped a little too close to their Confederate adversaries. One particular morning, the command tent of General Grant was overwhelmed with cannon fire. The scene was chaotic and confusing. General Grant's primary aide was decapitated.

General Grant's response? To make a pot of coffee. He responded to the most hectic and desperate events by making coffee. When asked about this, he indicated there was plenty of time to withdraw and he was not going to be shaken by immediate events.

His troop's response? To rally behind his battlefield calm and rout the Confederates that morning.

Poise under pressure and in difficult circumstances is tough but it's a necessary competency of effective leaders.

Resilience and Persistence

When I was a child, I always wanted a blow-up clown that you could punch in the nose, and he would bounce right back up. I never got it, but I always wanted it.

That clown teaches us a valuable lesson in the resilience needed by effective leaders. The one certainty is that you will get smacked down. You will have obstacles. You will have setbacks and defeats. You will get criticized. You will not always be loved or even liked.

The true measure of an effective leader is not about setbacks or obstacles but about how you choose to respond to them. The effective leader must be resilient and bounce back, just like the inflatable clown. Smacked down but getting right back in the game. No pouting time allowed.

Resilience is affected by many factors. Your physical health, emotional well-being, and rest all impact your resilience responses. When you're tired, worn down, and beat up, resilience is hard to summon. If you have dysfunction in your personal life, resilience at work is difficult.

Restoring and maintaining resilience is often a matter of being in close contact with your physical and emotional status. How does your body feel and what is it telling you? How is your emotional composition? Do you feel sad, blue, or

down? These are signs it's time for a recharge because your resilient responses will be down.

One of the best tools for restoring resiliency is to immediately return to a productive activity. There's nothing like a full task list to take your mind off a set back or defeat. This strategy is also an important sign to your team that you will not be distracted by minor bumps in the road. When you're down, get right back to work doing something different.

The old saying goes that the best way to cheer yourself up is to cheer up someone else. As a skill, assisting others is a powerful method of restoring your own resiliency. The self-satisfaction obtained by helping or encouraging someone is tremendous. When beat up, down, or losing battles, go and help someone else.

Another tool to restoring resiliency is to redirect energy into an area in which you know you will be successful. You have areas in your life in which you are very good. Go do those things and restore your confidence in your abilities. Maybe you're a good golfer. Go golf. Maybe you're artistic. Create a masterpiece. Maybe you coach a soccer team. Go engage with them.

A final tip for restoring your resilience is about surrounding yourself with positive people whom you can rely upon to provide positive feedback. When you're feeling down, seek

out the trusted sources that can pick you up and restore your responsiveness.

Persistence is a necessary ingredient in effective leadership. Leaders must persist in doing the right thing without becoming stubborn or pesky. You must have the judgment to know when to continue plowing forward and when to give up, defer, and move to other issues.

One of the most common challenges to persistence is related to the disciplining or firing of a team member. In some organizations, the human resource function produces obstacles and barriers to eliminating a team member. The effective leader responds to these obstacles in a persistent manner and enhances documentation, completes another probationary period, or provides additional coaching to the team member. Unfortunately, some leaders respond to the obstacles by giving up and declaring the team member cannot be terminated.

Persistence is also challenged by organizational realities and sacred cows. When a leader wants to innovate but runs headlong into a pet project or sacred cow, only through persistence can the desired change be achieved. Often the best persistence comes in the form of a temporary withdrawal followed by seeking a new path beyond the barriers or obstacles being faced. Poking an issue in the same manner

over and over again is not persistence. It is stubborn and unyielding.

Confidence

Confidence is an interesting personal dynamic that's generated internally but affected by many outside influences. Effective leaders must be confident or at the very least, appear confident. Your confidence as a leader will dramatically affect the desire of your team members to follow you.

Quite simply, with confidence, it's more likely your team will be agreeable and loyal followers. Without confidence, followership will be impacted adversely. Many times, when the formal leader lacks confidence, the team migrates to an informal leader that possesses and demonstrates confidence. That informal leader may or may not always be synchronized with the objectives of the organization and may have different motives from the formal leader.

Past successes, failures, tolerance of risk, experience, and subject matter expertise all impact your confidence. So does feedback from others (are they cheering you on or booing you?). Confidence is also impacted by your resilience and general state of well-being.

At its core, confidence is the reconciliation of the consequences of failure. Every time you process what could

go wrong and then proceed, you are producing confidence. Each time you hesitate or cease because the consequences of failure are too great or you're not comfortable with the consequences of failure, you're harming confidence. This is not the same as being rash, hasty or arbitrary. This is about lacking the confidence to proceed when proceeding is the right thing to do.

Let's say your boss has hired a fellow manager that is utterly incompetent. He has driven away key team members and is impossible to work with on any level. Your boss does not see it. Discussing it with your boss has consequences. Is it the right thing to do for the organization? Is it a necessary dialog to have? After measuring the risk of action, do you proceed? This mental processing, which usually occurs in a matter of seconds, is what produces confident actions and behaviors.

Improving confidence is a lot like improving resilience, and the two characteristics are closely related. To enhance the feeling of confidence, remember past successes. Relate current scenarios and challenges to past events when you succeeded in your actions. That important piece of self-management assists in the speed of needed decision making.

Another technique to improve confidence is to track, monitor, and report achievements. Many of us are hypercritical during setbacks and defeats but we fail to

balance that with the volume of successes. Keeping a written, running tab of accomplishments is an important reminder that we are doing well and should continue boldly and confidently down our path.

Confidence can also be achieved and improved by changing games. If you aren't feeling confident in one area of your work or life, change to an activity in which you have some certainty of succeeding. This is similar to improving resilience.

On those days, and we all have them, that legitimate and real confidence cannot be summoned, the effective leader has to at least appear confident. If not, there are those people that will sense your lack of confidence and pounce on it for their own good and many times for the detriment of the organization. Think of sharks smelling blood in the ocean.

Producing the appearance of confidence is relatively easy. Walk with a sense of purpose, smiling, head up. Greet people and initiate conversations. Dress and look good. Assist others in projects and tasks. Speak directly and in an object-oriented, authoritative manner. A funny thing about looking confident is that it also assists in generating real confidence.

Sadly, a warning note about confidence is necessary. Overuse of confidence, like any other leadership skill or competency, can create disconnects with your team. Too

much confidence can make you appear less genuine and human, morphing into arrogance, aloofness, and unapproachability.

To keep confidence from turning into arrogance, follow the simple rule that confidence is unspoken. Arrogance and cockiness are trash talk. Confidence is quiet while arrogance is loud and obnoxious. Confidence is understated and arrogance is overstated. Confidence is a nice suit. Arrogance is the same suit with suspenders, Italian loafers, and gold cuff links. Confidence is a functional car. Arrogance is a Jaguar.

Work Ethic and Results Orientation

The final self-management competency set relates to work ethic and a little note about breeding sheep. Effective leadership requires a work ethic that is strong and committed; committed to the betterment of the organization and the results required to be successful. Not committed to personal comfort and self-gain.

Work ethic is sometimes described as an intangible that's learned early in life or somehow genetically encoded in people. Work ethic is also derided by prior generations as being non-existent or diminishing in subsequent generations of team members. As a matter of historical record, this comparing work ethic unfavorably from generation to generation has been occurring for ages. The fact is that work

ethic and commitment are learned skills and competencies like all others. When rewards and feedback are provided for work ethic behaviors, work ethic improves. When no feedback or rewards are provided for work ethic, it will be non-existent.

The effective leader must demonstrate a balanced approach to work ethic. You must not become a workaholic or work more hours just to work more hours. Your role is to work the amount of time needed to get the job done and be effective. You must also be a model of efficient behavior to get the most done with the most effective use of time.

Two very different challenges exist in leadership work ethic. The first is the challenge to personal comfort and self-interest. An effective leader must subordinate their own interests and comfort for the greater good of organizational successes. This will mean sometimes skipping lunch, not leaving at five, or even cancelling a vacation. The effective leader is prepared to do this, not because of what it shows and demonstrates but because it is occasionally necessary. The effective leader also demonstrates this commitment silently and without grandstanding.

With companies and organizations going through difficult times, many leaders have learned negative lessons about commitment and work ethic. Some people translate layoffs, downsizings, and reductions in compensation as a signal to disregard work ethic and commitment. This couldn't be further

from the truth. Even if your company doesn't recognize or reward work ethic, you must set aside your self-interest and selfish motivations for greater organizational objectives.

The second challenge to work ethic is an over exaggeration of the time needed to do the job, which leads to becoming a workaholic. No one likes to work for a workaholic because they will never match the hours or commitment that the boss does. Followers will come to resent it and far too often workaholic leaders compare the time they put into those of their team members.

Leaders must work and work hard but not fall victim to the mandatory-seventy-hour rule. Work when you have to. Be efficient in your use of time. Then go home and have some balance in your life.

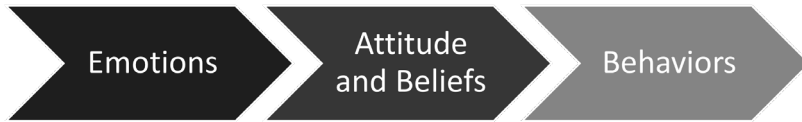
Results orientation is a simple competency for effective leaders. It's the drive and focus on meaningful results for the organization. From a self-management perspective, it requires the discipline to recognize the behaviors and activities that are not productive and the resolve to redirect team members toward the achievement of results.

Results orientation requires effective leaders to not overly rely on procedures, processes, and policies but focus on the bottom-line achievement. Within the boundaries of what's legal, ethical, and safe, it's not the "how" that matters, it's the

“what.” Results orientation allows greater levels of participation and innovation from team members and avoids the dreaded “micro manager” label often assigned to leaders who are overly concerned with the discipline of process over results.

Results orientation and sheep breeding are closely related. In order to have a nimble, thinking, responsive team, you cannot breed sheep. Similarly, to achieve results and have effective results orientation, you cannot breed sheep. Effective leaders will challenge themselves to not manage the process but lead their team to the desired results.

Quick Guide: Importance of Emotional Composition and Emotional Intelligence



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.

Quick Guide: Improving Self-Awareness

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

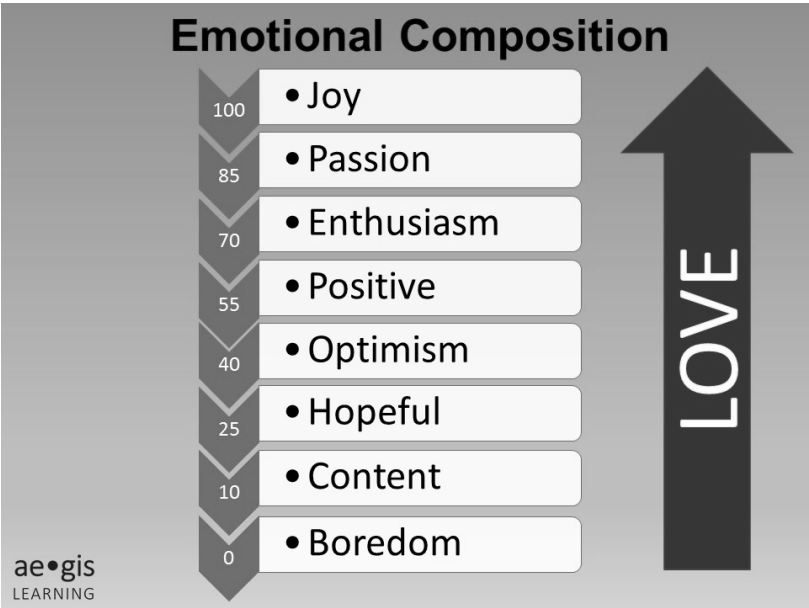
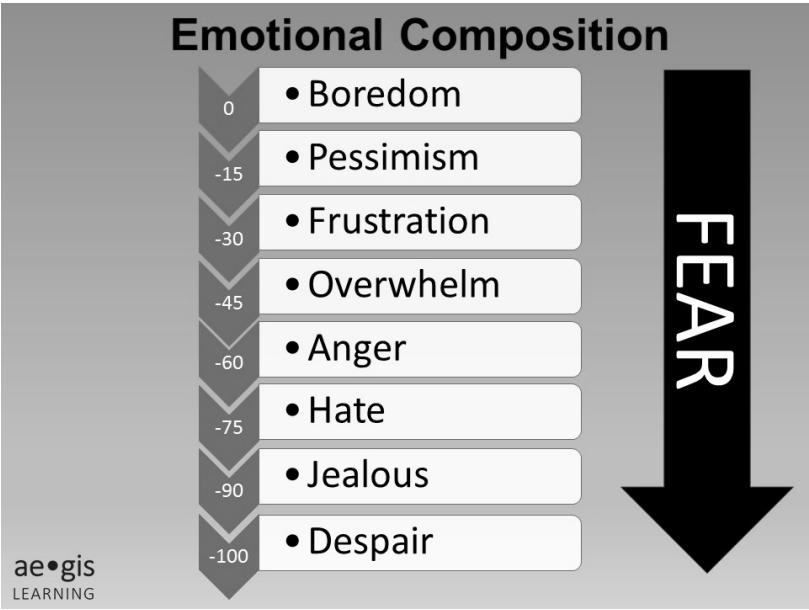
Quick Guide: Improving Hot Button and Trigger Reactions

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.

Quick Guide: Johari's Window

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

Quick Guide: Emotional Guidance Scale



Quick Guide: Tracking Emotional Composition

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

Quick Guide: Improving Confidence

1. Keep Self-Talk Positive and Encouraging
2. Remember Past Victories and Successes
3. Avoid Negative People
4. Seek to Understand Critics and Corrective Comments
5. Set Both Long-Term and Short-Term Objectives
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 Possiblitarian Mindset

Quick Guide: Improving Resilience

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

Quick Guide: Improving Self-Regulation

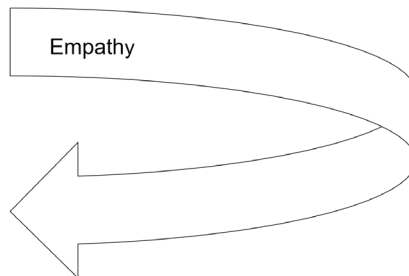
1. Avoid the Need to Be Heard
 - When Hurt
 - When Angry
 - When Needs Are Not Met
 - When Feeling Wronged, Slighted or Insulted
2. Avoid Communicating When Emotionally Charged
 - DELIBERATELY RESPOND and not React
 - Age and Give Time to Responses
 - Remove Hands from Keyboard and Phone
 - Take a Walk
 - 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

Quick Guide: Improving 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



Quick Guide: Improving Emotional Composition

1. Practice Mindfulness
 - Meditate
 - Walk
 - Disconnected Fully
 - In the Present-Not Worried About Future or Regrets of Past
 - Establish Routines and Consistency
2. Practice Gratitude
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
5. Give
6. Remove Blame and Judgement
7. Discover Purpose
8. Connect Deeply
 - Build Relationships on Deep Levels
 - Connect Emotionally and Spiritually
 - Discover Deep Conversations