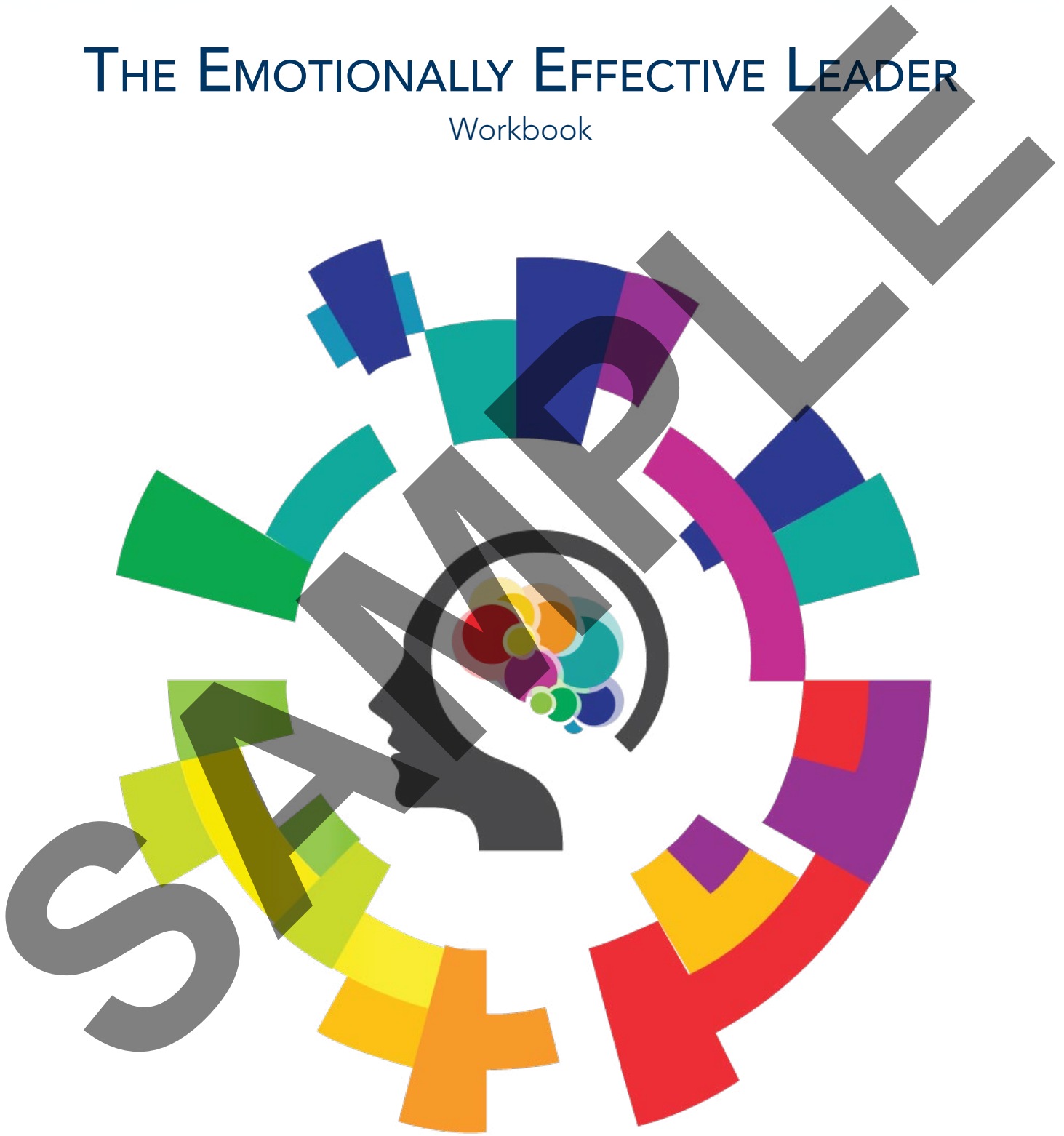


THE EMOTIONALLY EFFECTIVE LEADER

Workbook



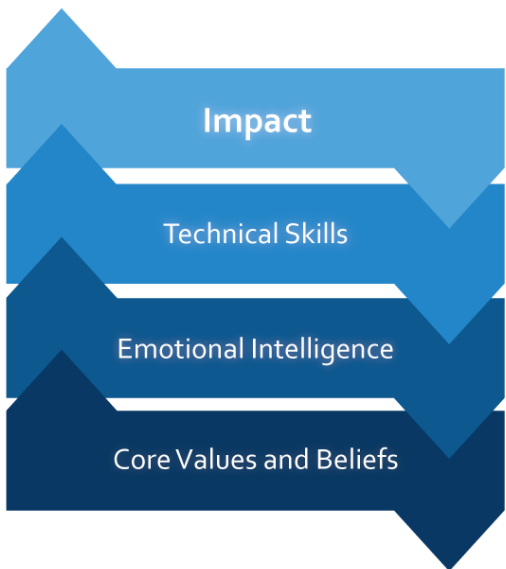
INTRODUCTION

Welcome to the Emotionally Effective Leader course! This workbook is intended to supplement your in-session experience, giving you key information, theories, and ideas around emotionally effective leadership. It also provides you with a record of your reflection, learning, and notes.

Key Learning Goals:

- Explore the concepts of supervision, management, and leadership
- Understand more about your personal view on leadership
- Explore emotional intelligence as it relates to leadership
- Receive your personalized EQ-i 2.0 Leadership Report
- Identify areas for EI development and related activities

Notes:



LEADERSHIP EFFECTIVENESS FRAMEWORK

Core Values and Beliefs:

Emotional Intelligence:

“Technical” Skills:

Mental Models:

Whether you think you can, or whether you think you can't, you are right.

– Henry Ford



CHARACTERISTICS OF GREAT LEADERS

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Notes:

EMOTIONAL INTELLIGENCE

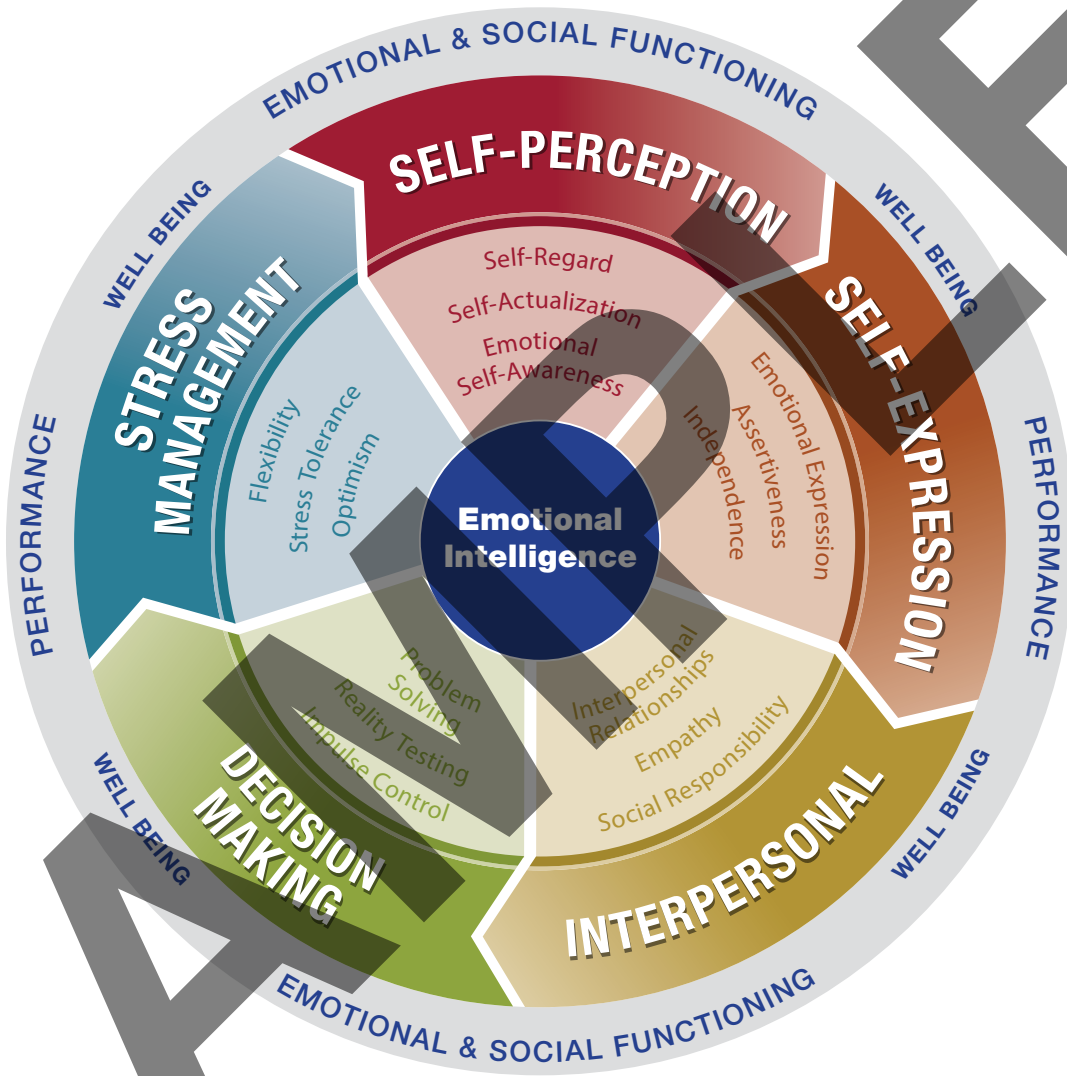
Emotional intelligence is a set of emotional and social skills that collectively establish how well we:

- Perceive and express ourselves,
- Express thoughts,
- Develop and maintain social relationships,
- Cope with challenges, and
- Use emotional information in an effective and meaningful way.

Notes:

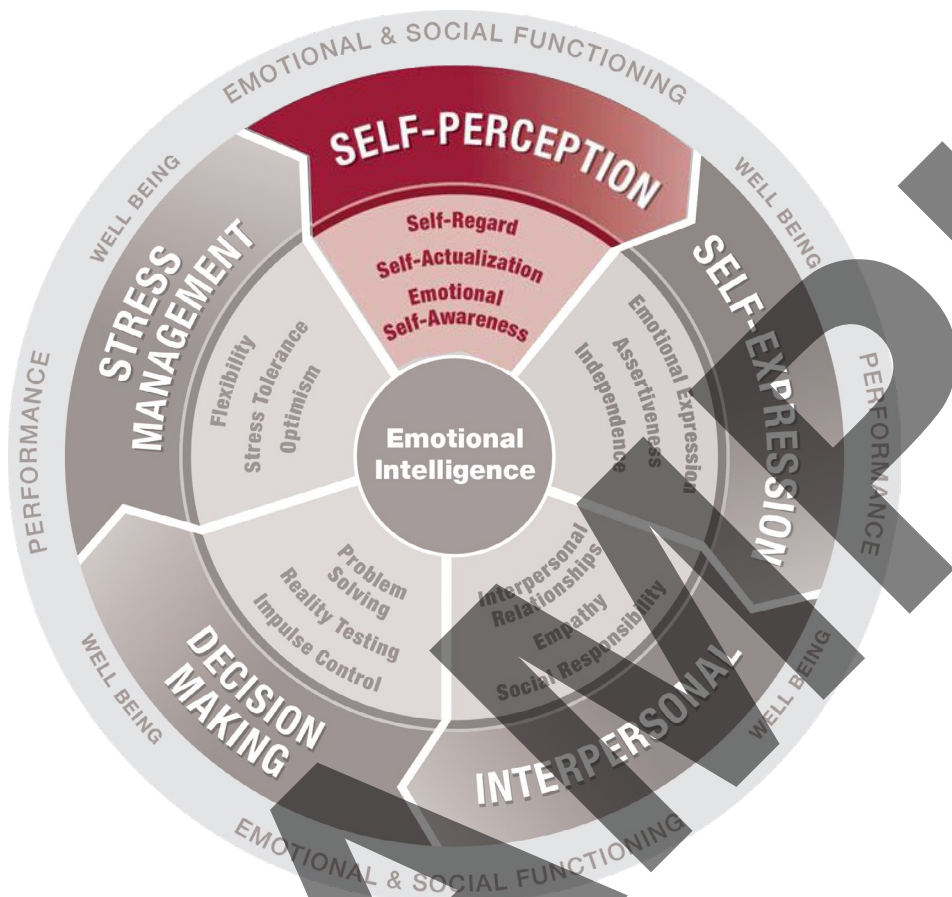
SAMPLE

THE EQ-i 2.0 MODEL OF EMOTIONAL INTELLIGENCE



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SELF-PERCEPTION COMPOSITE



Self-Regard

- _____
- _____
- _____

Self-Actualization

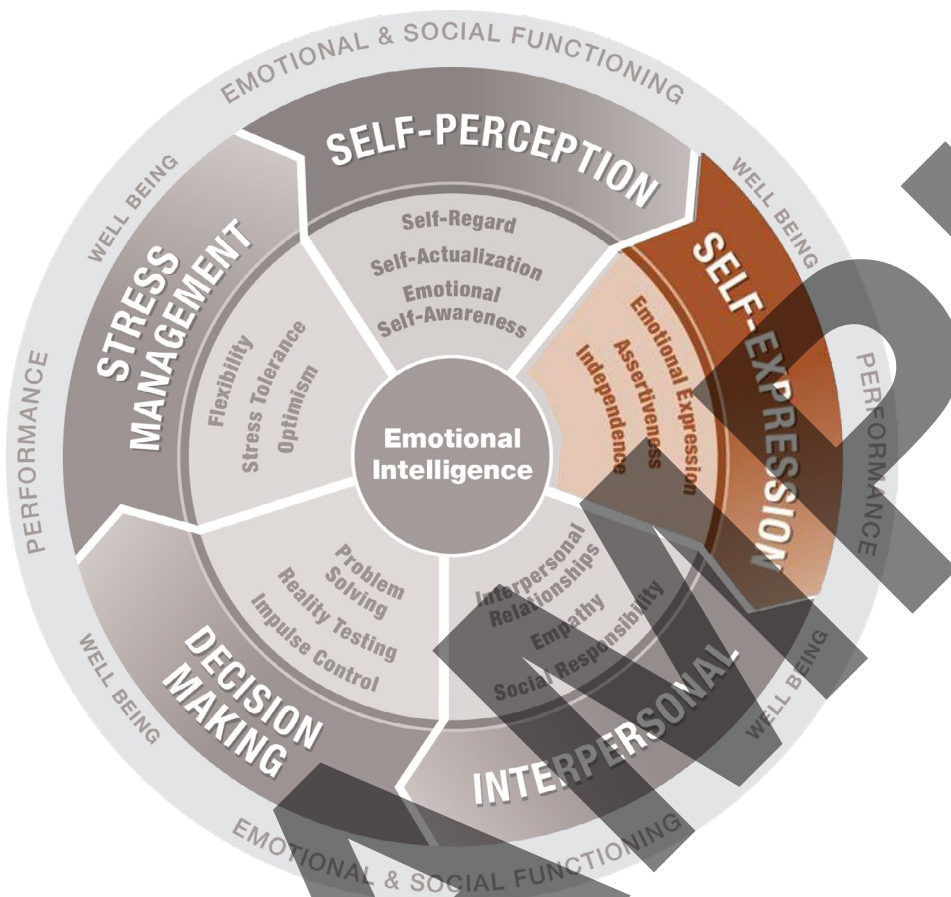
- _____
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Emotional Self-Awareness

- _____
- _____
- _____

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SELF-EXPRESSION COMPOSITE



Emotional Expression

- _____
- _____
- _____

Assertiveness

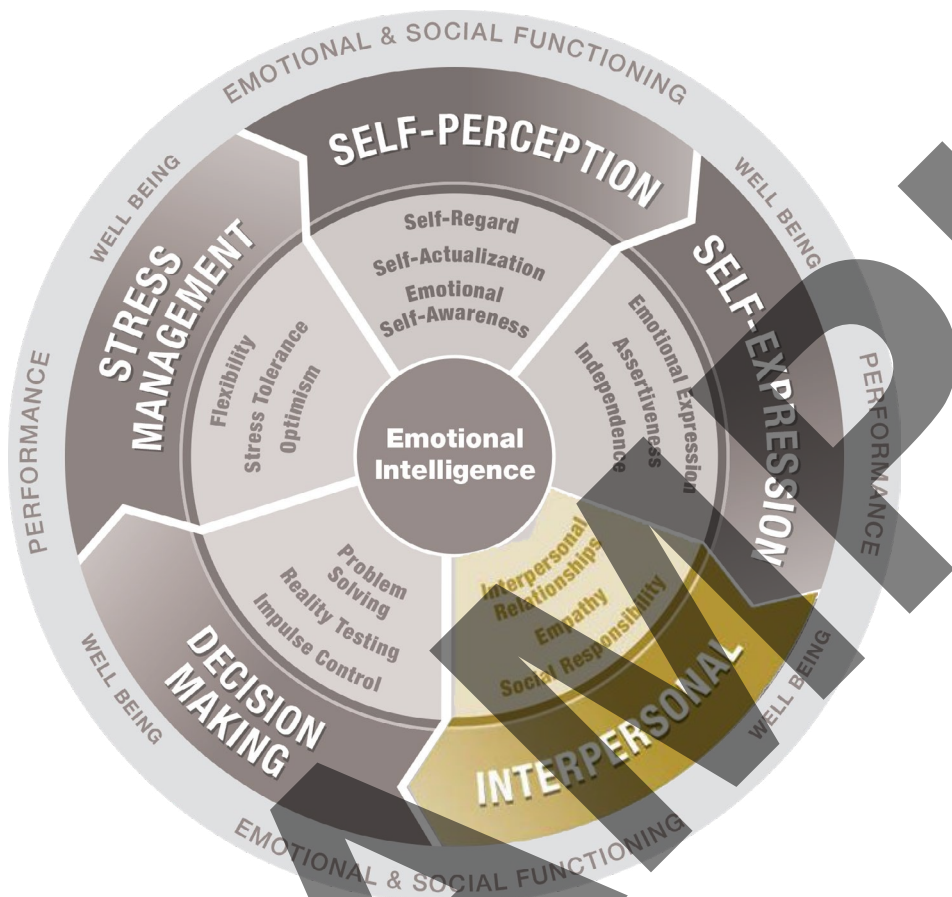
- _____
- _____
- _____

Independence

- _____
- _____
- _____

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INTERPERSONAL COMPOSITE



Interpersonal Relationships

- _____
- _____
- _____

Empathy

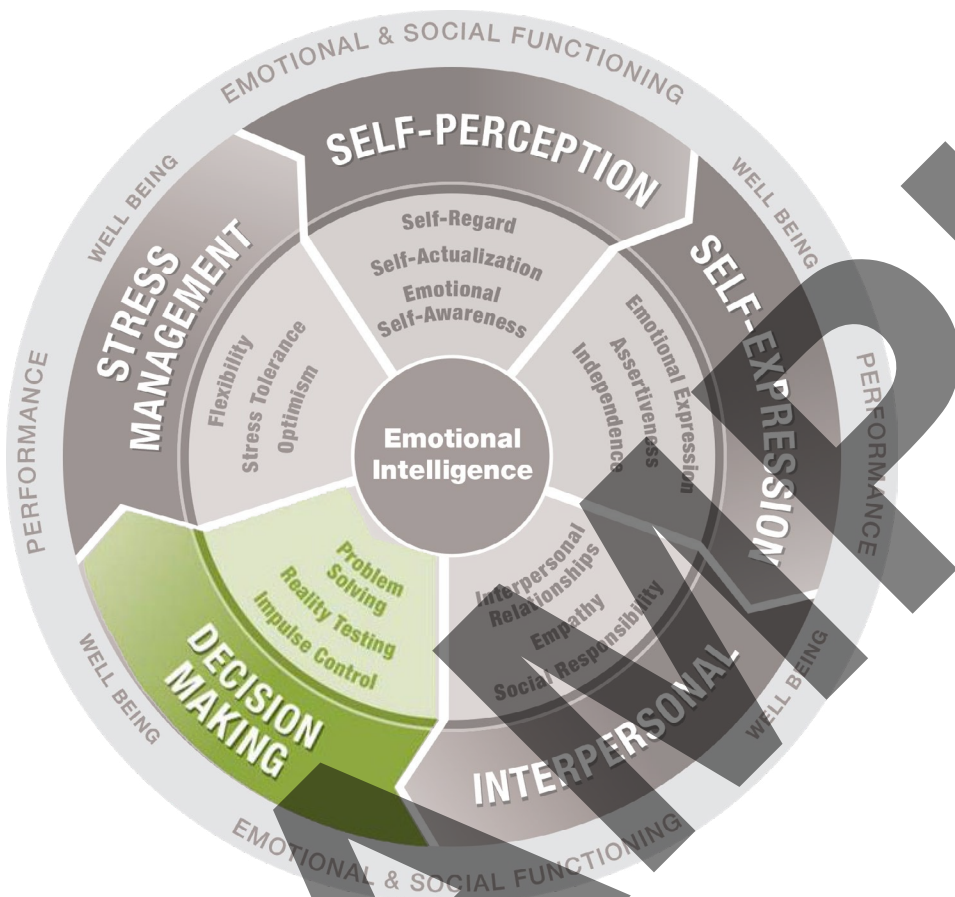
- _____
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Social Responsibility

- _____
- _____
- _____

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DECISION MAKING COMPOSITE



Problem Solving

- _____
- _____
- _____

Reality Testing

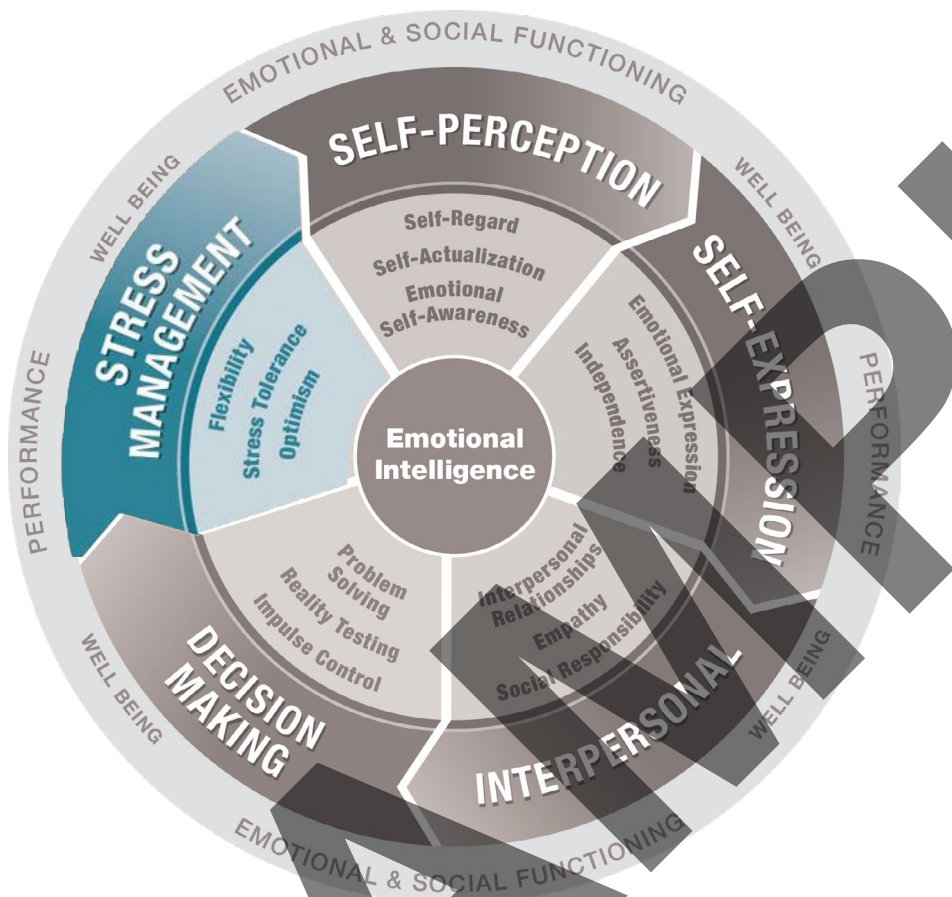
- _____
- _____
- _____

Impulse Control

- _____
- _____
- _____

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STRESS MANAGEMENT COMPOSITE



Flexibility

- _____
- _____
- _____

Stress Tolerance

- _____
- _____
- _____

Optimism

- _____
- _____
- _____

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YOUR EQ-i 2.0 LEADERSHIP REPORT



Your EQ-i 2.0 Report - Results Overview

- Total EI
- Provides Composite Scores
- Provides a score for each subscale
- Provides a comparison to top leaders using a gold leadership bar

EQ-i 2.0 Leadership Report Reflections

Notes:

A FOLLOWER'S PERSPECTIVE

- Self-Regard & Self-Actualization
- Emotional Expression & Empathy
- Reality Testing & Emotional Self-Awareness
- Independence & Interpersonal Relationships
- Impulse Control & Flexibility



Pair	Subscale	High	Low
1	Self-Regard (A)		
	Self-Actualization (B)		
2	Emotional Expression (A)		
	Empathy (B)		
3	Reality Testing (A)		
	Emotional Self Awareness (B)		
4	Independence (A)		
	Interpersonal Relationships (B)		
5	Impulse Control (A)		
	Flexibility (B)		

Notes:

(SOME OF) WHAT WE KNOW ABOUT LEADERSHIP

- It is a social construct.
- People's needs from a leader vary depending on the situation.
- Followers judge leaders mostly by their actions, not by what they say.
- Some people have more natural leadership ability. That does not mean they know how to lead.
- Some people have less natural leadership ability. That does not mean they cannot learn to lead.
- Great leaders are self-aware.
- Certain key characteristics keep showing up as hallmarks of effective leadership.

TRANSFORMATIONAL LEADER REPORT CARD

		Grade
Idealized Influence	1. I do not ask my team to do things that I would not do myself.	
	2. I clearly communicate solid goals for my team.	
Inspirational Motivation	3. People often tell me that I inspire others.	
	4. I receive many comments about my positive outlook and high energy.	
Individualized Consideration	5. I know what is important to my team and get to know them personally.	
	6. I encourage my team to stretch even if it is uncomfortable.	
Intellectual Stimulation	7. I believe that teamwork can accomplish the greatest things.	
	8. I challenge my team to explore their thinking and see other possibilities.	

MAPPING TRANSFORMATIONAL LEADERSHIP TO EI



Notes:

Authenticity:



Authenticity is the alignment of head, mouth, heart, and feet—thinking, saying, feeling, and doing the same thing—consistently. This builds trust, and followers love leaders they can trust.

– Lance Secretan

1. What specific activities could you undertake to increase your own effectiveness in this area?
2. What organizational practices could be created or improved in order to increase the effectiveness of this area of Leadership Potential?

Coaching:



A good objective of leadership is to help those who are doing poorly to do well, and those that are doing well to do even better!

– Jim Rohn

1. What specific activities could you undertake to increase your own effectiveness in this area?
2. What organizational practices could be created or improved in order to increase the effectiveness of this area of Leadership Potential?

Insight:



There are two questions [one] must ask yourself. The first is "Where am I going?" and the second is "Who will go with me?" If you ever get these questions in the wrong order, you are in trouble.

- Sam Keen

1. What specific activities could you undertake to increase your own effectiveness in this area?
2. What organizational practices could be created or improved in order to increase the effectiveness of this area of Leadership Potential?

Innovation:



Innovation is fostered by information gathered from new connections; from insights gained by journeys into other disciplines or places; from active, collegial networks and fluid, open boundaries. Innovation arises from ongoing circles of exchange, where information is not just accumulated or stored, but created. Knowledge is generated anew from connections that weren't there before.

– Margaret J. Wheatley

- 1. What specific activities could you undertake to increase your own effectiveness in this area?
- 2. What organizational practices could be created or improved in order to increase the effectiveness of this area of Leadership Potential?

MANAGING LEADERSHIP DERAILERS

■ Leadership Derailers

- Impulse Control
- Stress Tolerance
- Problem Solving
- Independence

A derail is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master. A derail is a weakness that requires improvement if we are to realize our potential.

– Center for Creative Leadership (2008)

Impulse Control:

Stress Tolerance:

Problem Solving:

Independence:

DEVELOPING EMOTIONAL EFFECTIVENESS

Assessment

1. *Am I happy with where I am on this subscale?*

2. *What success stories can I tell about my use of this subscale?*

3. *What stories can I tell that demonstrate a lower capacity on this subscale?*

4. *What would it look like if I were higher on this subscale?*

5. *If I were to ask someone else close to me, would they say I over-demonstrate or under-demonstrate in this area of emotional intelligence?*

Observation

1. *How do you become more conscious of your own behavior (i.e., self-observation)?*

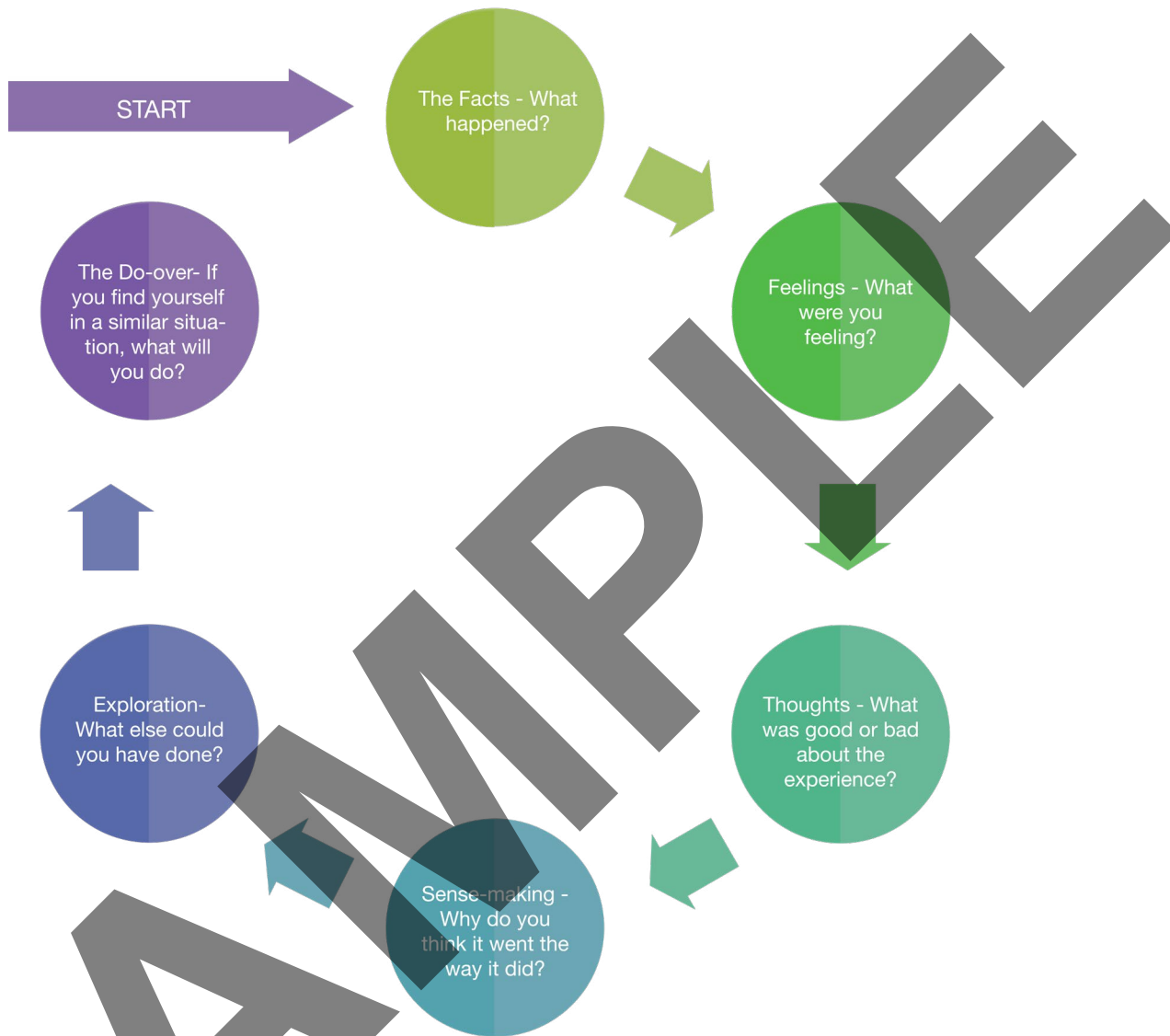
2. *What can you learn about emotional effectiveness by watching others?*

3. *How can you best understand (i.e., make sense) of what you see?*

4. *How might the mental models we discussed earlier influence what you observe in yourself or others?*

SAMPLE

Gibbs Reflection Cycle



Based on Gibbs, 1996

Notes:

Reflection Questions:

1. The facts—How can you objectively describe what happened?

2. Feelings—What emotions did you experience?

3. Thoughts—What did you think was positive or negative about the experience?

4. Sense-making—Why do you think it went the way it did?

5. Exploration—What could you have done differently (i.e., done more of/less of)?

6. The Do-over—If you find yourself in a similar situation, what will you do?

SAMPLE

ACTIONS IDEAS MILL



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THE EQ 1-2-3[®] PLAN

- Pick ONE area of EQ to develop,
- For TWO weeks, and
- Do THREE things.

My area (subscale) to develop:

My two weeks:

From date: _____ To date: _____

My three things:

1. _____

2. _____

3. _____

The Ladder of ACCOUNTABILITY



EQ 1-2-3[©] Action Plan

Name _____

SELF-REGARD	
SELF-ACTUALIZATION	
EMOTIONAL SELF-AWARENESS	
EMOTIONAL EXPRESSION	
ASSERTIVENESS	
INDEPENDENCE	
INTERPERSONAL RELATIONSHIPS	
EMPATHY	

SAMPLE

EQ 1-2-3[©] Action Plan

Name _____

SOCIAL RESPONSIBILITY	
PROBLEM SOLVING	
REALITY TESTING	
IMPULSE CONTROL	
FLEXIBILITY	
STRESS TOLERANCE	
OPTIMISM	

SAMPLE

SUMMARY

Summing it up

Through this course, we accomplished the following goals:

- Explored the concepts of supervision, management, and leadership
- Deepened your understanding about your personal view on leadership
- Explored emotional intelligence as it relates to leadership
- Reviewed your personalized EQ-i 2.0 Leadership Report
- Identified areas of transformational leadership potential
- Created strategies to mitigate possible leadership derailers
- Created an EQ development action plan

A final look...

What was most valuable about this session?

What do you know now that you didn't know before?

How are you going to apply what you've learned?

What are you looking forward to?

Notes:

SAMPLE

Notes:

SAMPLE



SAMPLE