

The Mindful Leader needs Emotional Intelligence

Based on the work of
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Can you fix colleagues who aren't self aware?

Emotional Self-Awareness: A Key to Effective Leadership

Emotional Self-Awareness is one of twelve crucial competencies. Leaders with this skill recognise their own feelings and how those feelings impact the people around them and their job performance. When your boss or colleagues demonstrate Emotional Self-Awareness, they are better able to act with Emotional Self-Control, another crucial EI Competency. That shows up in behavior as a sense of calm, clarity, and open communication.

Can you fix colleagues who aren't self aware?

- When colleagues aren't skilled in Emotional Self-Awareness, they may think they're being "assertive" in expressing themselves while their colleagues experience them as bullies or tyrants.
- Depending on the situation, colleagues may avoid interactions with them, not share important information, or distrust them. This discord hinders progress in achieving the group's goals.

For leaders, having the trust of their subordinates and open lines of communication are crucial.

How to Deal with that “Unaware” Colleague

- Working with someone who has low Emotional Self-Awareness isn't just an annoyance for co-workers, it impacts everyone's ability to perform well in their work.
- First, it is important to recognise that while you might try to help your colleague develop greater self-awareness, it is up to them to change. You might be able to impact awareness, but they must choose what to do with that awareness. You may not be able to impact their behavior. But what you can impact is your own experience of the situation.

One way to help your colleague is to give them honest and caring feedback in private.

Beyond being “Just an Annoyance”

- The best approach is for someone that person likes and trusts to take them aside and tell them what’s the trouble, how they are impacting other people, and what would be better – for everyone’s benefit. It might help to first ask if it’s ok to share some feedback with them, so they can be prepared to listen. For someone reactive, this is better than surprising them when they don’t expect it.
- In the case of the overly “assertive” leader, a trusted colleague might point out that his yelling isn’t having the desired impact on his staff and suggest other ways to express himself to get the desired effect.

Focus on What's Within Your Control

The one thing over which you have complete control is your own reaction to the world around you. The unaware colleague is probably only one of many stressors that you face.

How do you manage your own reactions, not just to this person but those other stressors as well?

Mindfulness can help you be less reactive in general – which means you can still do your best work, no matter what's happening around you, or at least be able to brush it off at the end of the day.

What is mindfulness?

- Recognising that our minds wander about 50% of the time, “mindfulness” refers to that move where you notice your mind wandered and bring it back to your focus. With mindfulness, you monitor whatever goes on within the mind. It sounds simple, but it is more challenging to put into practice.
- Developing a mindfulness practice can help you remain calm and be your most productive regardless of your colleagues’ levels of self-awareness – or whatever the challenges might be.

Empathy is the social equivalent of self-awareness.



- You are being aware of the other person's reaction, their feelings, how they think about things. If you demonstrate that you not only know how they think and how they feel and are concerned about them, you form a very strong trust and strong rapport that allows any work you do together to go smoothly.
- And in today's world it's all the more important. Because if you are going to have a competitive team and you are going to be the group that wins the game you have got to get along well together in order to succeed.

A lack of Empathy today is not a winning strategy.

What are employers looking for?



1- Empathy starts with self-awareness, because part of the emotional Empathy which is the basis for rapport and chemistry has to do with tuning in to how the other person is feeling.

2 – Show that you care. Show that you are not only able to pick up what a person is feeling but that you feel that your colleagues are collaborators.

3 – Be a good collaborator. Be trustworthy. Be someone that people know will be there for them. And you do that by demonstrating Empathy.

Why are employers implementing E.I. and mindfulness programmes?



Google, Sky and Amazon have!

- The faster things move the more you've got to take some time to recover. The body was designed for certain levels of stress. Things have ratcheted up in the same way for so many people in business world. This is why 5 or 10 minutes of just taking care of yourself, just being with yourself and being mindful is the refresher and the recovery zone that people need more than ever.
- I think these two systems have grown in influence is because underpinning them are a set of values that give them real depth, or ethics if you will. They seem to tap into the authentic passion and the things that people care deeply about.

What do leaders need to master to lead world class organisations?



Self-awareness and not just in the sense of Mindfulness but in knowing how other people see you. How you come off. This is what we pick up on in the gap between self and other rating on a 360 assessment.

Self-Management – that you can handle the stresses and surprises of the day.

Adaptability – the capacity to manage whatever comes your way.

Empathy – tuning into other people, knowing what is going on with the people around you.

And then putting all that together as a leader who can articulate a shared mission or vision that inspires everyone, not just yourself but the people you talk to because it resonates.

It's from the heart to the heart.

Leaders need three kinds of attention

Inner Attention – self-awareness, self-management ·

Attention to Other People – empathy, social skills ·

Systems Attention – understanding the environment or the surrounds under which the company or organization is operating, essential for coming up with a workable strategy for an organization.

It's particularly important for leaders to stay calm in crisis, under pressure, under stress because in any group people look to the leader to see:

“How worried should I be? Should I be freaking out, or should I be ok?”

The leader sets the tone for the group which is why the coaching you do with leaders actually ripples out within an organization.

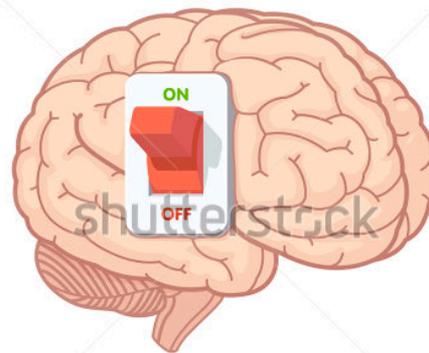
Some outcomes of mindfulness



1. **Resiliency** – Resiliency doesn't mean being totally unflappable, but you have the reaction (normal/natural) and you are able to recover quickly.
2. **The Ability to Appraise** – this is power when it comes to changing engrained habits. When coaching leaders, help them notice when they're in a habit or a pattern. This gives them the ability to choose to change.
3. **Concentration** – In today's world to be successful, you need the ability to concentrate. Our world gives us a choice of where to put our attention. If we concentrate well we achieve sustained attention and our concentration skills build over time.

Our brains cannot actually multitask

.... they “switch task”. If you insist on trying to multitask, your concentration is much diminished and it takes a while to get back to the level of concentration you were at before disrupted/distracted



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Top 12 skills



Emotional Self Control – not suppression, but managing especially disturbing emotions that can get in your way, but enable you to be highly effective.

Adaptability – staying calm and clear under stress

Emotional Self Awareness – really what mindfulness does, you're not just caught up in your feelings and thoughts but you can see them as feelings and thoughts. This gives you a choice point that you can use in self-management.

Achievement – driving toward long-term goals

Positive Outlook – optimism

Top 12 skills



Empathy – mindfulness can help people be more present with those around them, but there's more to empathy than that (so mindfulness helps somewhat but not entirely)

Organisational Awareness – or systems awareness. Mindfulness doesn't help to a great degree in any of the 5 skills under ...

Relationship Management – Influence, Conflict Management, Inspirational Leadership, Coach & Mentor, or Teamwork

5 basic steps for success in coaching



1. Motivation – ask the person being coached if they care or if it matters to them. If no, stop coaching right there! It takes time and effort to be a better leader, so if they don't care, don't waste your and their time.

2. Objective Assessment – what is this leader's strengths, weaknesses, where will they get the most bang for their buck on learning? Use 360's focused on leadership competencies.

5 basic steps for success in coaching



3. Learning Plan – take the assessment feedback and create a learning plan, a contract the coachee has with themselves so they can say “every time this situation comes up I’m going to be mindful, not do it the old way, I’ll do it the new way”

4. Coach – get a coach to help with the learning in being a leader

5. Practice – at every naturally occurring opportunity. They reach the point where they do the new thing automatically.

**SELF
AWARENESS**

**SELF
MANAGEMENT**

**SOCIAL
AWARENESS**

**RELATIONSHIP
MANAGEMENT**

**EMOTIONAL
SELF
AWARENESS**

**EMOTIONAL
SELF
CONTROL**

ADAPTABILITY

EMPATHY

INFLUENCE

**COACH
and
MENTOR**

**ACHIEVEMENT
ORIENTATION**

**POSITIVE
OUTLOOK**

**ORGANI-
ZATIONAL
AWARENESS**

**CONFLICT
MANAGEMENT**

TEAMWORK

**INSPIRATIONAL
LEADERSHIP**

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