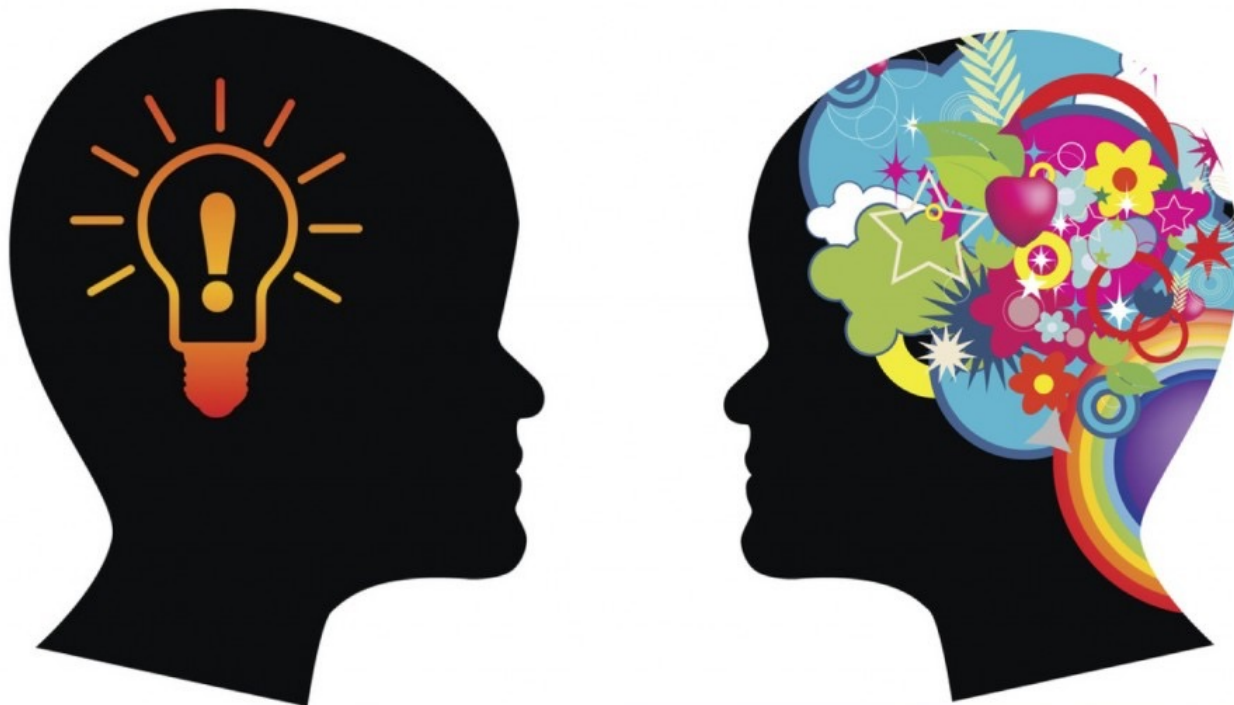




SERVANT LEADERSHIP

MODULE 4 – EMOTIONAL INTELLIGENCE





IQ vs. EQ

Image ©Inovizion Consulting 2012

Some of the biggest names in leadership focus mostly on emotional intelligence.

It is what helps leaders coach teams successfully, manage stress, deliver effective feedback, and collaborate with others.

WHAT MAKES AN EQ LEADER DIFFERENT?

IMPORTANCE OF EQ



EQ is so critical to success in today's age that employers prefer leaders with higher EQs than IQs by 71%



It's the single biggest predictor of performance in the workplace and it accounts for nearly 90% of what sets high performers apart from others with the same level of technical knowledge

EQ SKILLS:

- EQ is typically broken down into 4 components
 1. Self awareness – knowing owns strengths & weaknesses but also to recognize your emotions and how they effect your team
 2. Self management – our ability to control our emotions, especially in high stress situations
 3. Social awareness – our ability to recognize others' emotions
 4. Relationship management – our ability to coach, mentor, influence others and resolve conflict easily

SURVEY

SELF AWARENESS

- **People with strong self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs, and drives.**
 - **People with strong self-awareness are neither overly critical nor unrealistically hopeful – rather, they are honest, with themselves and with others.**
 - **People who have a high degree of self-awareness recognize how their feelings affect them, other people, and their job performance.**
- 

SELF AWARENESS STRATEGIES

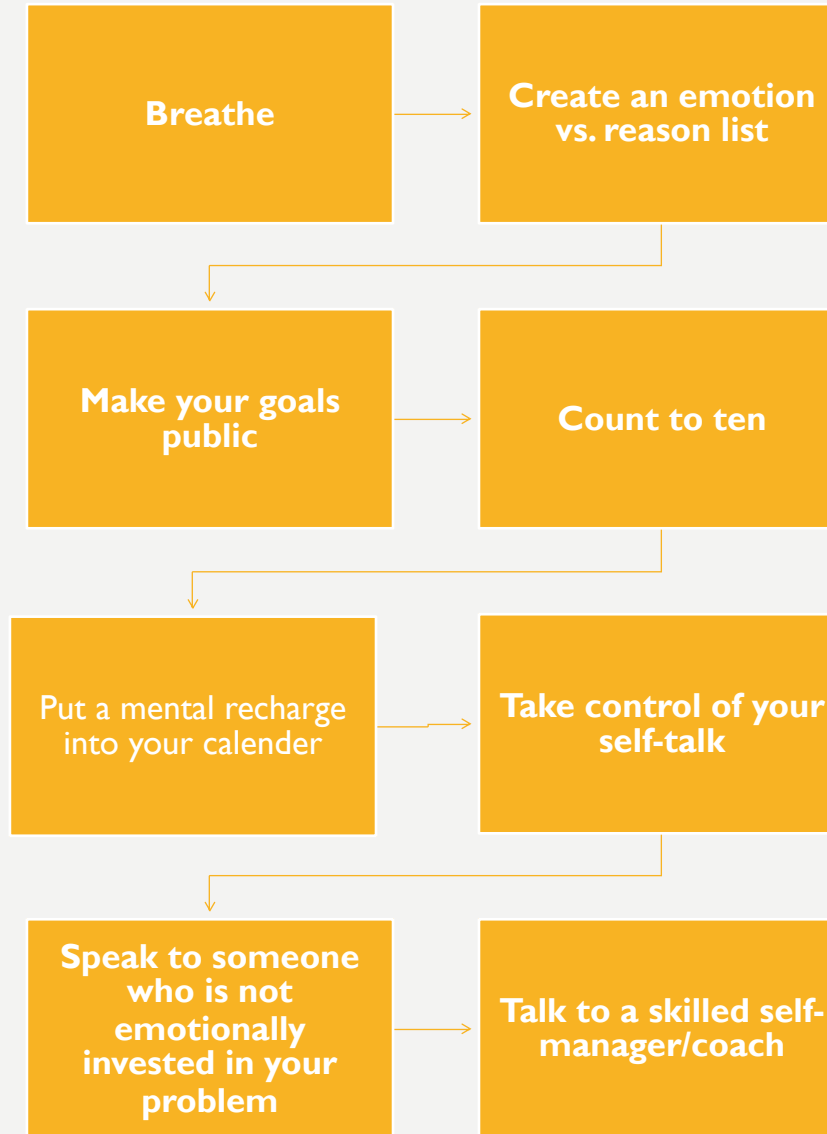
- **Observe the Ripple Effect from Your Emotions**
- **Lean into Your Discomfort**
- **Feel your Emotions Physically**
- **Know Who and What Pushes Your Buttons**
- **Know Your Strengths & Weaknesses**
- **Practice Mindfulness**
- **Keep a Journal about Your Emotions**
- **Seek Feedback**
- **Visit Your Values**



SELF MANAGEMENT

- People with self-regulation pick their words carefully.
- They are people that are in control of their feelings and impulses.
- They are people that are “reasonable” – can create an environment of trust and fairness.
- People that have mastered their emotions are able to roll with the changes in organizations and within their teams.
- People have a propensity for reflection and thoughtfulness; comfort with ambiguity and change; and integrity – an ability to say no to impulsive urges.

SELF MANAGEMENT STRATEGIES



SOCIAL AWARENESS : EMPATHY

- Empathetic leaders thoughtfully consider employee feelings – along with other factors – in the process of making intelligent decisions.
- Coaching and mentoring are critical. It has repeatedly been shown that coaching and mentoring pay off not just in better performance but also in increased job satisfaction and decreased turnover.
- Empathy is particularly important today as a component of leadership for at least three reasons:
 - Younger generations needing it more
 - Providing a healthy work environment where people feel cared about
 - Growing need to retain talent – understanding “life” situations

- 
- <https://www.youtube.com/watch?v=IEvwgu369Jw>

SOCIAL AWARENESS STRATEGIES

- **Greet people by name**
- **Watch body language**
- **Live in the moment**
- **Practice the art of listening**
- **Avoid the “drive-by”**
- **Seek the whole picture**
- **Catch the mood of the room**

RELATIONSHIP MANAGEMENT

- **A friendliness with a purpose: moving people in the direction you desire, whether that's agreement on a new strategy or enthusiasm about a new product.**
 - **Socially skilled people tend to have a wide circle of acquaintances and they have a knack for finding common ground with people of all kinds.**
 - **Is social skill considered a key leadership capability in most companies?**
The answer is yes.
- 

RELATIONSHIP MANAGEMENT STRATEGIES

- Be open and be curious
- Avoid giving mixed signals
- Build trust
- Take feedback well
- Tackle tough conversations – and seek solutions
- Explain your decisions, don't just make them
- When you care, show it

AGILE EMOTIONAL INTELLIGENCE

- The ability to read the emotional and interpersonal needs of a situation and respond accordingly

INTRODUCTION

Page 2

- Review “What is Agile EQ?”
- Review Cornerstone Principles

Introduction

WHAT IS AGILE EQ?

Sabina, our workplaces ask us to navigate all sorts of complex interactions, and there's no one-size-fits-all way to respond to them. One moment requires you to stand firm with your opinions. The next asks you to stay open to a colleague's ideas. One situation benefits from an objective focus on facts. The next calls for care with a coworker's emotions.

Most of us, however, get stuck in patterns of behavior that make it hard to choose the most effective response every time. We rely on familiar responses not because they're the best choices, but because they're what we know.

By developing your emotional intelligence, *Everything DiSC® Agile EQ™* helps you reach for new responses that can take you places your instinctive ones won't let you go. The more comfortable you grow with these responses, the more agile you'll become, flexing and adapting to meet the needs of any situation.

Using your DiSC® assessment results, this report will teach you to navigate outside your comfort zone so you can choose the most effective response every time. With the flexibility and freedom this agility brings, you can adapt to your circumstances, rise to meet new challenges, and get the most out of every interaction.

CORNERSTONE PRINCIPLES

- Agile emotional intelligence (EQ) is the ability to read the emotional and interpersonal needs of a situation and respond accordingly.
- Your EQ is not fixed. Developing your EQ can improve your interactions, productivity, and outcomes.
- There are different ways to be emotionally intelligent. Some of these ways will come naturally to you. Others are more of a stretch.
- DiSC helps you understand the EQ mindsets that come naturally to you and how to stretch to those beyond your comfort zone.
- Learning to stretch to different mindsets gives you the agility to adapt your responses to whatever situation you're facing.

OVERVIEW OF THIS REPORT



The first section of this report provides insight into your DiSC style and the EQ mindsets and needs that shape your interactions with others.



The second section introduces you to other EQ mindsets and helps you recognize the value in each of them.



The third section includes steps you can take to start adopting these other EQ mindsets so you can reach for the most effective responses.

EVERYTHING DISC®

Page 3

- The Everything DiSC® Model

1 Discover

Everything DiSC®

WHAT IS EVERYTHING DiSC®?

How is it that you can see the best in people where others might judge? Where does your easygoing nature come from? Why are you so interested in collaborating rather than going it alone?

Everything DiSC® is a personal development tool that measures your preferences and tendencies according to the DiSC® model. It helps you better understand yourself and improve your workplace performance and relationships in a variety of contexts.

This Agile EQ report uses your DiSC assessment results to support your understanding of your EQ strengths and challenges and how they shape your responses to various situations. Strategies based on your DiSC style can increase your comfort navigating among responses outside your comfort zone, so you can effectively meet the demands of any interaction or challenge.

Below you will see an overview of the four basic styles of the DiSC model that describe how people approach their work and relationships. Keep in mind that all DiSC styles are equally valuable. No DiSC style is better than any other style at being emotionally intelligent.

You'll learn about your own style on the next page.

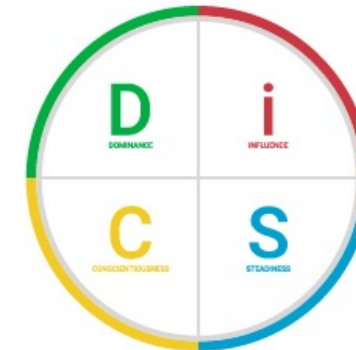
OVERVIEW OF THE DiSC® MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

YOUR DISC[®] STYLE

Page 4

Your dot...

- Placement
- Inclination

1 Discover Your DiSC[®] Style

YOUR DOT

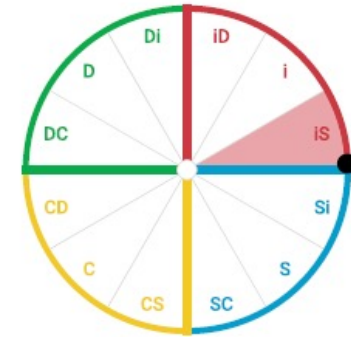
This report is personalized to you, Sabina. In order to get the most out of your *Everything DiSC[®] Agile EQ[™]* profile, you'll need to understand your personalized DiSC[®] map, pictured to the right.

As you saw on the previous page, the DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The map illustrates the 12 different regions where a person's dot might be located.

Your DiSC[®] Style: iS

Your dot location shows your DiSC style. Because your dot is located in the iS region, you have the iS style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, no dot location is better than another. All DiSC styles are equal and valuable in their own ways.

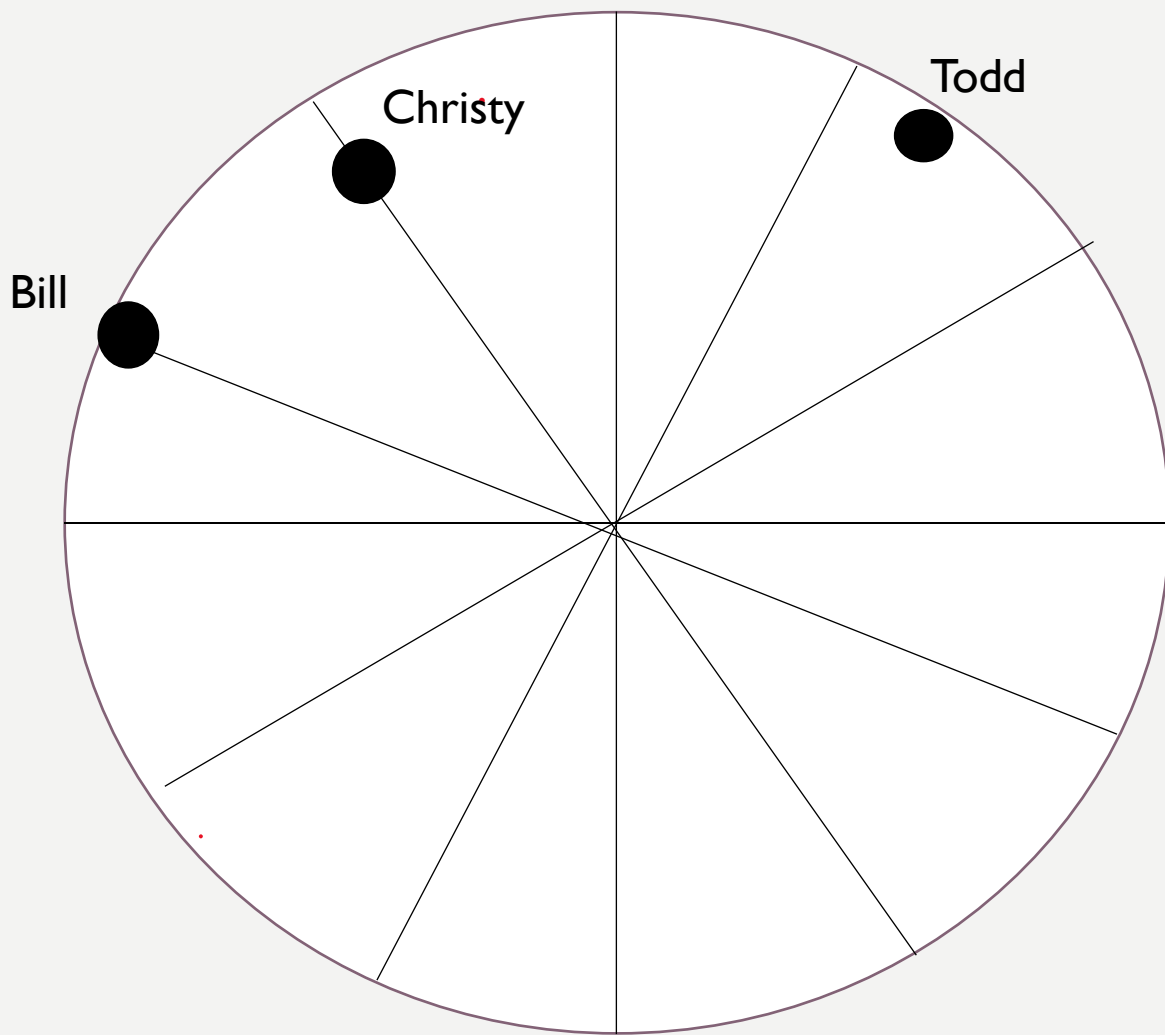


CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

A dot's distance from the edge of the circle shows how naturally inclined a person is to encompass the characteristics of their DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are strongly inclined and probably relate well to the characteristics associated with the iS style.

WHAT'S NEXT?

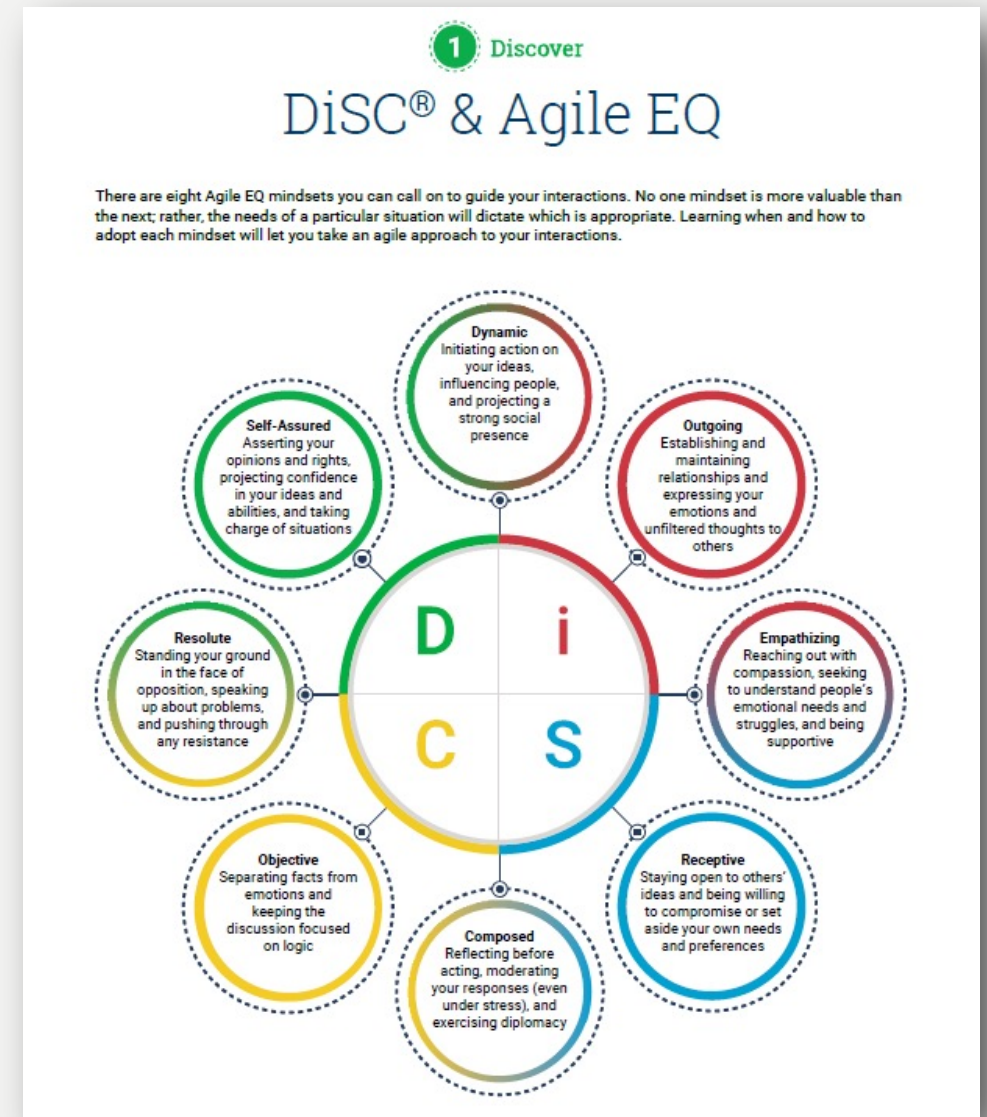
Now that you know more about the personalization of your *Everything DiSC* map, you'll read about the *Agile EQ* mindsets that are associated with the different DiSC styles. Then you'll learn more about the mindsets that may come most easily to you based on your DiSC style and how they might shape your interactions. You'll then read about those mindsets that are outside your comfort zone, and will learn steps you can take to stretch to them.



AGILE EQ MINDSETS

Page 5

- Which mindsets are closest to your DiSC[®] style?
- Which mindsets are farthest from your DiSC style?



YOUR EQ MINDSETS

Pages 6–7

Read and personalize

- ✓ = rings true
- X = not quite right
- ? = not sure

Your EQ Mindsets (continued)

OUTGOING MINDSET

You tend to be cheerful and sociable, need for connection, you likely put a lot of people with a readiness to like them. Getting to know people, you're probably feeling. You may have a knack, in talking to them. Your outgoingness may also, in part, be a result of drawing people out and goodwill by drawing people out and

This mindset's benefits include being able to

- create stronger, more rewarding relationships and reinforce existing bonds
- foster a sense of camaraderie and trust
- build trust by encouraging open communication and interactions

RECEPTIVE MINDSET

The openness that you bring to your interactions. You're looking to connect with others and understand their perspective. In fact, you encourage people to share them. In a way, you make space for the needs and ideas of others. You value harmony and emphasize cooperation, perspectives, and emphasize cooperation, people's ideas and showing flexibility

This mindset's benefits include being able to

- tap into the insight, knowledge, and experience of your colleagues
- arrive at stronger solutions that take into account the benefit of multiple perspectives
- contribute to an environment of cooperation, and goodwill

1 Discover

Your EQ Mindsets

WHAT MINDSETS MAY COME NATURALLY TO YOU?

Sabina, we all gravitate toward certain mindsets in our interactions. The shading at right shows those mindsets you may adopt most frequently. Because you have an iS style, you may be inclined to assume the Empathizing, Outgoing, and Receptive mindsets.

Think of these three mindsets as your comfort zone. They're the lenses through which you view various situations and interactions. And they influence the responses you automatically reach for, without conscious thought.

The text below will help you understand more about these mindsets as well as the emotional and social needs that may drive you to them. You'll also learn how these mindsets shape your tendencies and preferences, how they benefit you, and where they may hold you back.



EMPATHIZING MINDSET

Like others with the iS style, you probably care deeply about the needs and emotions of others. You may be naturally attentive to what people are going through. And when you see someone struggling, you may reach out with support and a readiness to treat their needs with compassion. A strong desire for connection likely fuels your empathy. You're focused on building relationships, so you may maintain an openness toward others that enables you to quickly notice when someone is in trouble. You may even draw people out with your warmth and ready acceptance. Your own need to be accepted may play a role in your empathy: making people feel cared for helps cement your value. A desire for harmony is also key. You're likely distressed when those around you are unhappy, so you may prioritize people's emotional needs in order to set things right and create a caring, friendly environment.

This mindset's benefits include being able to

- relate better to others and develop stronger working relationships
- stay open to and respectful of the concerns and perspectives of others
- contribute to a supportive environment where people feel safe speaking up about their concerns

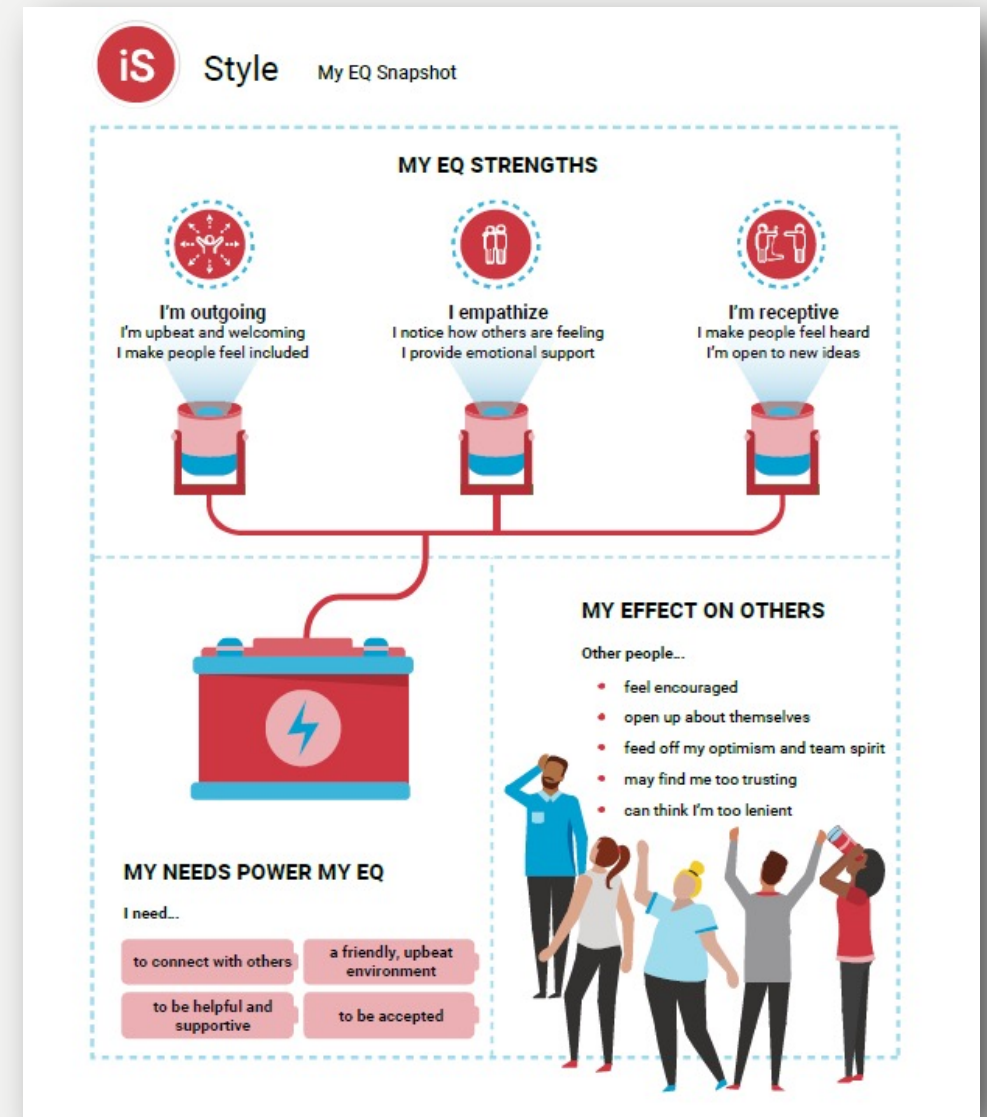
If you get stuck in this mindset, you might

- become so focused on feelings that you excuse poor behavior or performance, perhaps even allowing your judgment to be compromised
- rush in to soothe someone when a different response might be more helpful or appropriate to the situation
- regularly minimize your own needs to attend to those of others

YOUR EQ SNAPSHOT

Page 8

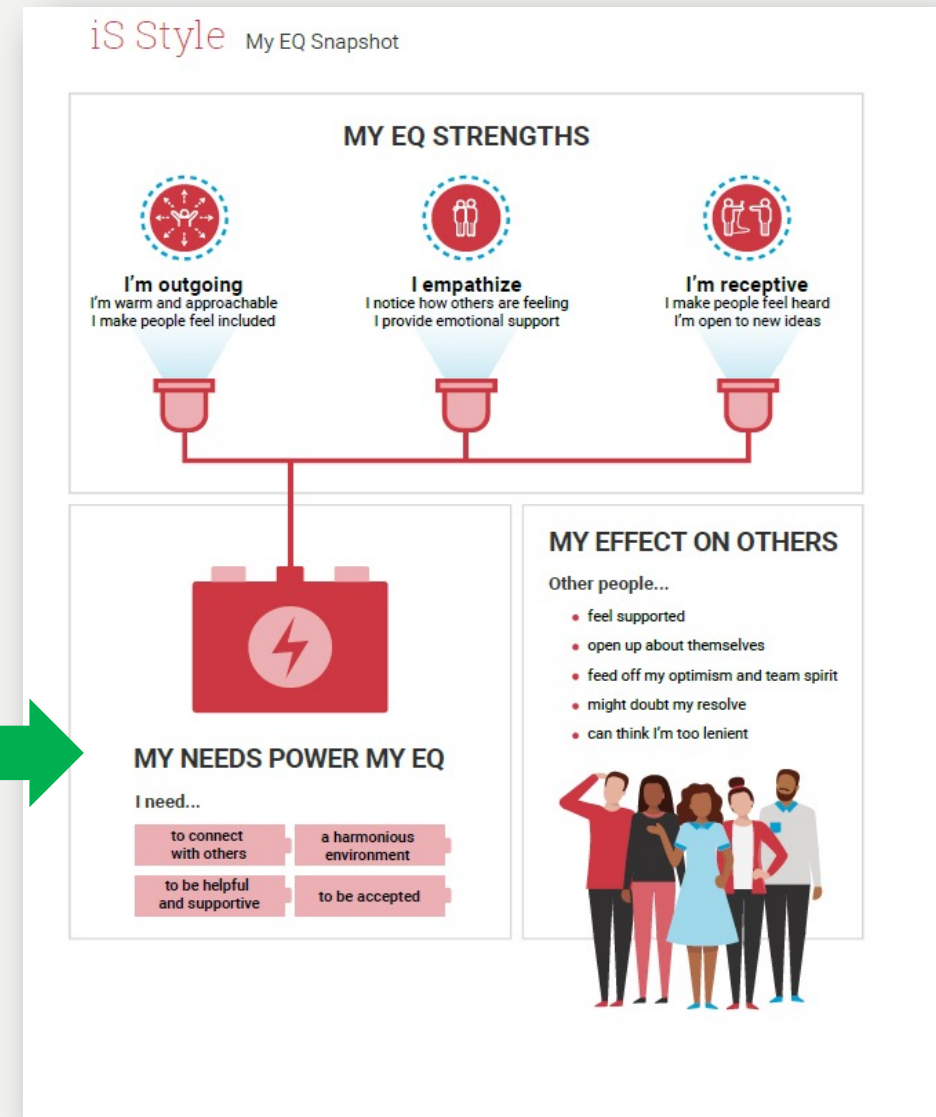
- Review



YOUR EQ SNAPSHOT

Page 8

- In your groups, discuss:
 - How have your needs shaped your choices throughout your life?
 - How has acting on these needs benefited you?



EQ MINDSETS

- Dynamic
- Outgoing
- Empathizing
- Receptive
- Composed
- Objective
- Resolute
- Self-Assured

AGILE OPPORTUNITIES

Pages 10–14

- Definition
- Effort meter
 - How much effort it takes to use that mindset, not how well you use it or your potential to use it
- Take a moment to review

2 Recognize

Composed Mindset

TRY THIS ON

A coworker is coolly confronting you about a problem with your work that's creating rework for some of your teammates. You're instantly dismayed, both because you've let people down and because your coworker's matter-of-fact delivery feels like it's intended to point that out. Don't they get how awful you already feel about it? You'd never give critical feedback in such an uncaring way, particularly not to someone you work so closely with.

You're immediately tempted to just shut down, answer in monosyllables, maybe find some subtle way to let them know they've hurt you. Alternatively, you can take a moment to consider the situation, think about what you want the long-term outcome to be, and choose a thoughtful response.

The Composed mindset

- allows you to insert some space between your instinctive response and your actions, even when you're upset
- keeps you from charging forward with a knee-jerk reaction
- helps you think through what you want to say and exercise diplomacy

WHAT IS IT?

Reflecting before acting, moderating your responses (even under stress), and exercising diplomacy

How much effort does this take for you?

Not much A lot

WHY DO IT?

When strong emotions start crowding out other thoughts, they can be hard to resist. But giving way to them may not serve your best interests or those of others. You may respond in ways you wouldn't choose in a calmer state of mind: shutting down, becoming defensive, or issuing sharp words you later come to regret. Taking a moment to reflect helps you stay focused on the big picture, so you can choose intentional, thoughtful responses. This helps you safeguard your relationships and maintain harmony in your interactions.

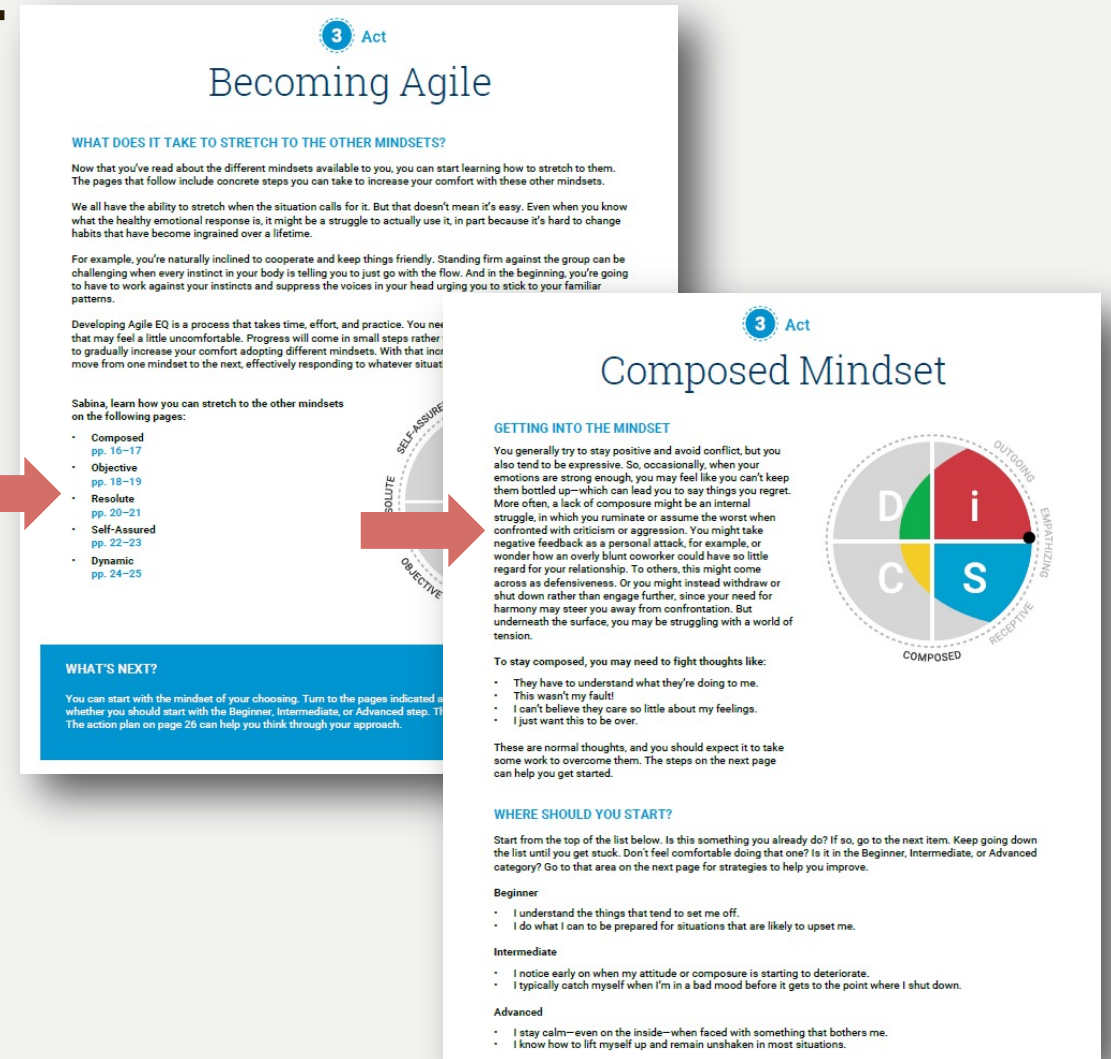
You might need to be Composed when

- avoiding rash choices in the heat of the moment
- allowing yourself or others space for careful thought and consideration
- de-escalating tension
- discussing a sensitive topic
- keeping those around you calm

BECOMING AGILE

Pages 15–25

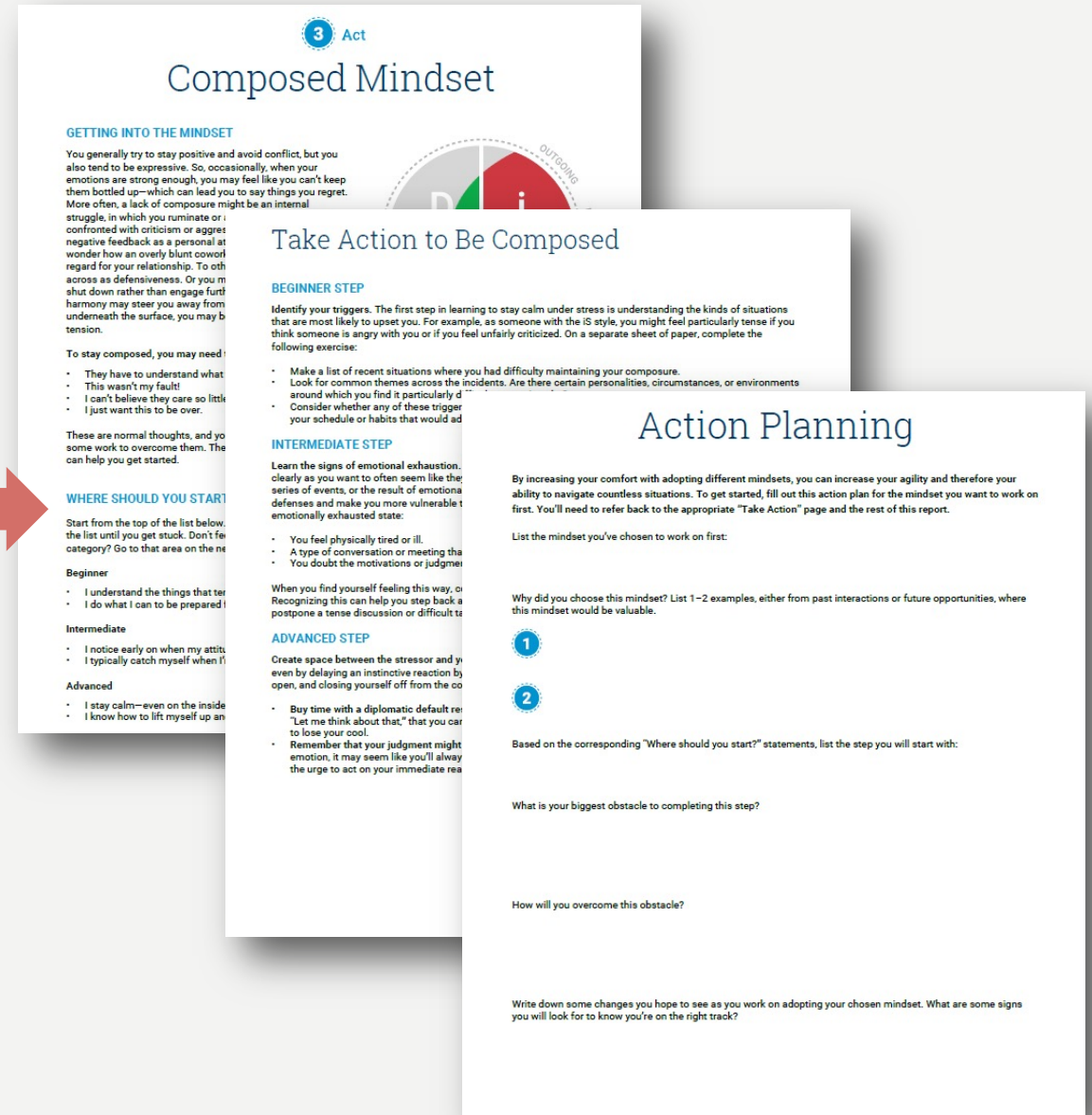
- Find your chosen mindset on the list on **page 15**
- Turn to the indicated page
- Read the Getting Into the Mindset section



ACTION PLANNING

Pages 16–25, 26

- For your mindset, turn to “Where should you start?”
- Read through list until you find an item that is a struggle for you
- Note the category, turn page, and review action step for that category
- Turn to page 26 and complete the Action Plan





THANK YOU!