

Training Manual

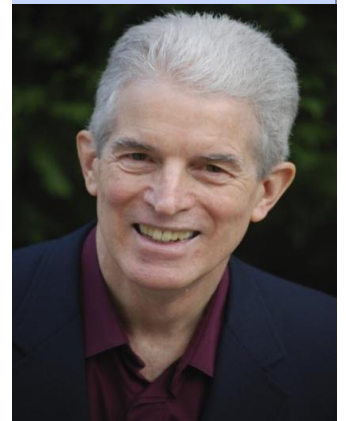
FOR THE Virtual Workshop Series and
Self-Study Program:

Module 5: Self-Management

www.EagleAlliance.com

www.EmotionallyIntelligentLeadership.com

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Module 5: Self-Management

Introduction

This collection of articles **reinforces and supplements** Module 5, “Self-Management,” of my **Tele-Workshop Series**, Emotional Intelligence for Resilient Leaders and Professionals.

These articles can increase your ability for **leadership** and your **professional effectiveness**. If you enjoy and learn best by reading, they can stand alone. If you do nothing more than read these articles, you will miss the skill-building exercises of our Program, but you will gain much knowledge. An intellectual understanding of emotional intelligence can be the first step toward better performance.

These articles will also profit you after you have completed Module 5 of the Tele-Workshop for they will remind you of key points you have learned. If you have missed any sessions, they will help fill you in.

Even if you attended all the sessions, these articles will reinforce your learning. You will see the learning points in new contexts.

These articles will also reinforce and supplement your learning if you take the **Self-Study Program** version of my **Tele-Workshop Series**, Emotional Intelligence for Resilient Leaders and Professionals. This program gives you **over 80 audio recordings** of live Tele-Workshop sessions to listen to on an MP3 player at your leisure—anywhere, anytime.

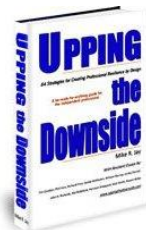
In short, these articles will **enrich your learning experience**. They will help make it stick—and last.

Table of Contents

1. Soft Skills	Mod 5 - 4
2. Emotional Intelligence for Challenging Financial Times	Mod 5 - 5
3. Self-Management Begins with Self-awareness	Mod 5 - 7
4. Feelings	Mod 5 - 8
5. Feelings on a Deeper Level	Mod 5 - 10
6. Needs and Values	Mod 5 - 12
7. Needs and Strategies	Mod 5 - 14
8. Discerning Your Needs and Values is the Bulls Eye	Mod 5 - 16
9. Self-Management Includes Self-Care	Mod 5 - 18
10. Emotional Intelligence for Promotions	Mod 5 - 20
11. Mindfulness: The Power to Change	Mod 5 - 21
12. Resilience - Emotional Intelligence of the Tree	Mod 5 - 23
13. Resilience story	Mod 5 - 24
14. Emotional Intelligence and test pilots	Mod 5 - 26
15. Emotional Intelligence and the Turtle	Mod 5 - 27
16. Appendix - Self-Awareness Bulls-eye - Figure 1	Mod 5 - 28
17. Appendix - Feelings	Mod 5 - 29
18. Appendix – Feeling Words	Mod 5 - 30
19. Appendix – Needs and values – The Motivators	Mod 5 - 31

Bonus:

My published book chapter, *“Emotional Intelligence for Resilience,”* is available for free on our web site, <http://www.EagleAlliance.com>. Look for the book cover of the Amazon best-seller, *Upping the Down Side*:



Soft Skills

The Dean of **Harvard Business School**, Jay O. Light, has written about the importance for leaders of having soft skills like self-awareness. CEO Magazine, Sept/Oct. 2008, p. 53, quotes Light: “**Self-awareness**, for example, is a very **important leadership skill**. To what extent can you teach self-awareness in a classroom?”

Also on p. 53, The Dean of Babson College F. W. Olin Graduate School of Business says: “The illusive softer skills in particular, such as listening, empathy, optimism, the ability to inspire, motivate and maintain personal relationships, are challenging to impart to students.”

The bad news is that MBA students don’t learn these softer skills very much. The good news is that **I teach soft skills effectively** in my Web-conferencing Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals.

I saw the need for this learning back when I was a **student at Harvard Business School**. I took all their courses in organizational behavior and then applied them myself as a manager.

Later, having experienced the **usefulness of soft skills** as a manager, I took more organizational behavior courses as a Ph.D. student in Baruch, the Business School of City University of NY City. I also taught organization behavior to MBA students at Fairleigh Dickenson University in N. J. In addition, I took several programs to improve my soft skills and to be able to train others to improve their soft skills. For example, I had months of training from NTL (National Training Labs).

I applied this training in my **corporate work in leadership training**. For example, in 1976 helped JCPenney’s open up the largest management training center in NY. Now I offer my years of experience and wisdom in my own Web-conferencing Tele-Workshop series, Emotional Intelligence for Resilient Leaders and Professionals.

Why does this work? Because I allow participants to practice their soft skills during our sessions. **Practice is the crucial ingredient**. Then I ask them to practice during the week between our sessions and report back to our group next week on their progress. **Spacing out the learning** in weekly chunks makes the learning stick. Most leadership training is in workshops for 1-3 days. The participants have a hard time remembering their learning to apply it back on the job.

In my web conferencing approach to group coaching, participants only have to remember one hour of training and practice using that during the week. Also some 6

participants in my Public Section also receive my individual **executive coaching** to help them apply the soft skills to their specific situations. This works very well.

Why not **explore** if my **Web-conferencing Tele-Workshop**, Emotional Intelligence for Resilient Leaders and Professionals might work for you and others in your company? Please call me at 919-240-7924 or contact me via the link above, “Contact Us,”
<http://www.eaglealliance.com/contact> .

Emotional Intelligence for Challenging Financial Times

Every day, it seems, the news gets worse about bank failures, unemployment, etc. The nation seems to be gripped fear and insecurity. Into this scene comes a new leader, a new team, talking about hope. Is there anyway we can hope? Is this all smoke and mirrors? Conventional wisdom would say we're in for a rough ride and all that hope will turn into disillusionment. Remember the Great Depression? Could it happen again?

It's interesting that the word **"depression"** has a dual meaning. It is remembered as a time of severe financial distress. It is also the name of a mental health malady that has become the psychological equivalent to the common cold. Could there be a relationship between the two meanings of this word?

Dr. Martin Seligman coined the term **"learned helplessness"** and saw it as the psychological cause of depression. He found that if a dog received electric shock each time he tried to leave a cage, he would eventually stop trying and lie in the corner in a doggy depression. This would continue even after the electric shocks were removed. The dog learned to be helpless. Dr. Seligman later regretted these mean experiments.

Learned helplessness happens when a person (or a society) experiences a series of bad experiences and develops a sense of powerlessness around being able to change things – thinking "that's just the way life is". This results in depression, worry and anxiety and becomes contagious, perpetuating itself in falling stock markets, unemployment, etc. This exacerbates the very real problems we are having, causing an unproductive case of personal or societal depression.

In past Tips, we talked about how stress "hi-jacks" the more creative part of our brain and causes us to react in rigid, unproductive ways. The part of our brain that is creative, resourceful and resilient gets closed down and we have a hard time problem solving and finding new options.

Daniel Goleman, author of a book on emotional intelligence describes ways to minimize this reactivity and **create more resilience** in our psyches. In brain scan experiments with Buddhist monks, and also with ordinary folks like you and me, researchers have found that simple forms of **meditation and stress management** could enable people to soothe the reactive brain and create a more resourceful state of mind.

So do we believe our fears or hopes? We have a choice. Either way, we will be right. Believing completely in our fear will trigger unproductive behavior and produce negative

results, just as we feared. However, if we use our fear as a signal to stop, breath, relax and reflect, we can connect with our more creative and resourceful states of mind and perhaps find the hope we need to move ahead. Choosing hope can produce more hope which can produce more creative action and problem-solving.



Here's a short **exercise** from an organization called "**Heartmath**" which can quickly put you into a more positive, resourceful state.

- Focus your attention in the area around your heart. You can place your hand over your heart to help. Pretend you are breathing through your heart area. Breathe slowly, deeply and gently (to a count of 5 or 6) until your breathing feels smooth and balanced. Do this for about one minute and notice any changes.
- Continue to breathe through the area of your heart and find a positive feeling, like appreciation for someone or something. You can recall a time when you felt appreciation or care and re-experience that feeling. It could be for a pet, a special place in nature, or an activity that was fun. Once you have found a positive feeling – sustain this feeling by continuing heart focus, heart breathing and heart feeling.
- Allow the positive feeling to grow and grow.

Learning how to be more hopeful will make us more resourceful and resilient. This will help us fend off individual and social depression.

By Kathy Murray, Health Coach trained at Duke Medical Center

Self-Management Begins with Self-awareness

Self-awareness is the foundation of self-management, which is a key aspect of **emotional intelligence**. Do you want to have **more control** over your emotions and behavior? Here is a way to start.

First, you need to recognize how valuable it is for you to develop your self-awareness. Consider what **Dag Hammarskjöld**, a famous Secretary General of the UN said, "The more faithfully you listen to the voice within you, the better you will hear what is happening outside." Here are some tips on how you can faithfully listen to the voice within.

Take time to reflect on what is going on inside of you. Most people are in such a frenzy that they fail to take much time for reflection. Notice your behaviors and what you think about them. Next notice your feelings. What emotions come up when you behave in X manner? Finally, what needs do you satisfy when you behave in X manner?

Draw a bulls eye with three rings around it. Or, you can find this graphic in the Appendix of this E-Book on p. 22. In the outer most ring write Doing. In the next ring in, write Thinking. In the next ring in, write Feeling. In the center bulls eye, write Needs/Values. You need to grow your self-awareness of all 4 areas. I shall touch briefly on each and go into more detail in future articles.

After each crucial conversation or event, look backwards and reflect. If possible take the time to write notes. **Journaling** is an excellent way to increase your self-awareness.

1. What did you **say or do**? Can you stay factual? What would a camera have recorded? Improve your power of observation.
2. What did you **think** then? What do you think about the event now? Note your judgments: good, bad, poor performance, not communicating well, etc. Monitor your thinking.
3. What **feelings** arose at the time? Were you aware of them then? What **emotions** arise now in reflecting on the event? Increase your ability to be in touch with your feelings.
4. What **needs** of yours were **met or not met**? What **values** did you honor or ignore? Pondering this will increase your ability to stay aware of what is important for you in each situation.

Whether the conversation or event went well or not, **you can learn from it**. Ask yourself these questions so that you begin to train yourself to notice more of what is going on inside you and be more self-aware. In this way you can strengthen your self-awareness and improve your self-management for better performance.

Want to improve your self-awareness and self-management? Explore our individual or group Executive Coaching. Our Web-conferencing Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals has a full Module on Self-Management. For more information call me, Bill Murray, at 919-240-7924 or visit our web site, <http://www.EagleAlliance.com> .

Feelings

To **improve our self-awareness and self-management**, it is crucial to be **fully aware of our feelings**. Unfortunately, our childhood upbringing often teaches us to bury our feelings. “Big boys don’t cry,” is a message most boys hear often. Some girls hear it too, “Big girls don’t cry.” In response they **learn to bury** their sad feelings. Often girls hear, “Nice girls don’t say that.” They learn to bury their angry feelings.

Likewise, in a myriad of ways, many other **feelings get squashed** by our parents and others. We learn to keep them down, out of sight. In some situations of life, this strategy may pay off. You don’t want to bark at your boss immediately when you get angry at him/her. In my Module on Assertiveness in my Web-conferencing Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals, we often discuss when to express our feelings and when to avoid expression.

However, you have to be aware of your feelings before you have any **conscious choice**. The problem is that we have often learned so well to bury our feelings as children that we don’t even feel them now. They stay hidden from us too. For example, we may feel angry but not notice it. Then someone else says, “You look angry.” We are surprised, but instantly we recognize that they are right, we do feel angry. With their help, the feeling popped out. Or, it was already out, and then it popped into our awareness.

What if you could **recognize feelings sooner**? Then you could consciously choose what to do about them. Unfortunately, often we are acting on the basis of feelings that we are not aware of. To improve our self-management, we must increase the occasions when we are able to consciously choose what to do versus just acting out our feelings.

Becoming more aware of feelings is a **learning process** most of us need to work on. The process is **analogous to learning how to play a musical instrument**. You have to learn the scales and practice them a lot. If you tried to jump to a melodic tune right away, you usually failed. First you had to learn the scales and become aware of each move on the instrument to make each note.

In the world of emotions, we need to “learn the scales” too by growing our vocabulary for feelings. Some people only use a few words to describe their feelings: glad sad, mad, afraid, etc. In the Appendix of this E-Book on p. 23, I list dozens of feelings.

I suggest you hold this or another thorough list of feelings in front of you and practice naming feelings in different situations. Learn the nuances of different names of feelings. Are you mad? Then decide how much. If only a little, choose a word on the low end of the “scale” such as miffed or if a lot, on the high end, such as furious. Start using more refined, subtle words for feelings rather than just settling for words like mad. Become **versatile and flexible in your vocabulary**. Of course, we also need many other ways to grow our self-awareness.

You can read about or listen to recordings of **more ways to increase your self-awareness** in my **Self-Study Program**. And you can actually practice these ways in my **Web-conferencing**



Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals, which has a whole **Module on Self-Management**. For more information, please call me, Bill Murray, at 919-240-7924 or contact me from my web site link, "Contact Us," or read on our web site's home page.13

Feelings on a Deeper Level

To **improve our self-management**, we need to recognize our feelings that are on a deeper level. These are feelings that we have difficulty naming at first. Being able to name them gives us **more insight** into what is really going on inside us. Then we can **choose behaviors that appropriately** match our feelings.

There are many **words** we use for feelings **that don't actually tell us** much about our feelings. You might say, "I feel misunderstood." Now how does that actually feel? You are possibly stumped. That is because you did not name an actual feeling. What you did is make a statement about someone else. That person misunderstood you. That is your judgment, not your feeling.

Similarly, other words appear to describe a feeling of yours but in reality they are your judgments about other people: judged, respected, accepted, rejected, betrayed, neglected, overworked, threatened, etc. Can you discover what your real feeling is in each case? For example, if you say, "I feel misunderstood," what is your real feeling? Is it sad, annoyed, or what? Let's guess feelings for the above words:

Judgment Feeling

judged angry
respected happy, delighted,
accepted glad to belong
rejected sad or mad
betrayed furious
neglected sad or mad
overworked annoyed
threatened afraid, angry.

Next time you say to yourself, "I feel misunderstood, etc., pause and see if you can name your real feeling. **This builds your self-awareness** which is crucial to good self-management. I recommend you do this exercise frequently until it almost is a habit. You will then be more in touch with your actual feelings.

You may need to do some **reflecting** too. If you are not sure if you are really sad or angry, pause to puzzle it through. This **clarification** could help you manage your behavior and choose how to express yourself to the other person. For example, if you express anger, they may get defensive. But if their behavior actually provokes you to

be more sad than mad, you can express your sadness. They are more likely to hear that. You can read about or listen to recordings of **more ways to increase your self-awareness** in my **Self-**



Study Program. And you can actually practice these ways in my **Web-conferencing Tele-Workshop**, Emotional Intelligence for Resilient Leaders and Professionals, which has a whole **Module on Self-Management**. For more information, please call me, Bill Murray, at 919-240-7924 or contact me from my web site link, "Contact Us," or read on our web site's home page.15

Needs and Values

To improve our self-management, we need to become **more aware of our needs and values** so that we can act in accordance with them. Often we are only vaguely aware of our needs and clarifying what need is most important at any given moment will energize us. Likewise, when we honor our values with our actions, we **feel energized**. But when we betray our values, and this comes to light, we feel depressed.

The key is self-awareness. How do you get more aware of your needs and values? The first step is to be **able to name them**. Our vocabulary is usually small as we have never been taught to pay close attention to needs and values. Churches and other institutions do talk about values, but usually in vague terms. We are urged to love, but what does that mean specifically?

I have developed a lengthy curriculum to spell that out, how to be more loving. I describe many different skills and approaches. This program is available to churches and faith-based groups. A secular version focuses on how to perform better. This is my Web-conferencing Tele-Workshop, Emotional Intelligence for Resilient Leaders and Professionals. This program has hand outs that list needs and values.

Can you name many needs and values? Here are some categories of them with one example each. Can you add other examples?

Connection – acceptance

Honesty – integrity

Play – humor

Peace – order

Physical well-being - safety

Meaning – clarity

Autonomy – freedom.

I urge you to **expand your vocabulary** of needs and values. Develop a list above and start using words you don't normally use so you have more dexterity. Once you have written your own list, you may check it against the list in the Appendix on p. 25.

Pay more attention to these needs and values which sustain life and make it worth living. Stay with the positive ones that are life-giving. Avoid negatives such as revenge. As you expand your self-awareness of what really matters to you, you can build a **more productive and satisfying life**.

When you pause to get clear about what really matters to you right now in this situation, you will get **more clarity** about what you need to do to get your needs met. This clarity 16



will give you **more energy**. Your **greater motivation** will lead to **greater results**. You get more of what you really want in your life. So boosting your self-awareness is not a superfluous process, but a **crucial** one.

You can read about or listen to recordings of **more ways to increase your self-awareness** in my **Self-Study Program**. And you can actually practice these ways in my **Web-conferencing Tele-Workshop**, Emotional Intelligence for Resilient Leaders and Professionals, which has a whole **Module on Self-Management**. For more information, please call me, Bill Murray, at 919-240-7924 or contact me from my web site link, "Contact Us," or read about this on our web site's home page, <http://www.EagleAlliance.com>.17

Needs and Strategies

We can **make better decisions** when we separate things into **two steps**:

- 1) **Becoming aware** of our needs and values and,
- 2) **Choosing a strategy** to satisfy our needs and honor our values.

We often rush into action and collapse these two steps into one fast reaction. Taking the time to get clear about our needs and values **will pay off in crucial situations** because we then will create more accurate strategies.

For example, you may say “I need a vacation.” Is your need really clear? Perhaps not if you have fused your need and your strategy. But you jump to actions anyway. You plan a vacation or you moan that you can’t take one now because your team is on a crucial project with a deadline. So you give up on the whole idea.

Maybe it would have helped to pause and reflect on “What do I really need?” Maybe the answer is rest and relaxation. Now with that clarity, you can ask yourself, “What would be good strategies to meet that need?” You might get several answers:

1. Take a vacation.
2. Take a day off each week.
3. Take an afternoon off each Friday and a morning each Monday.
4. Take it easy all week end with no work at home.
5. Start several stress reductions activities such as a walk at noon time.

Now you can be resourceful in creating a strategy. Granted that you will not be taking a vacation soon, what ways will work for you to increase your rest and relaxation?

Similarly with values. You will be happier if you **first clarify your values before you act**. For example, let’s say you told yourself, “I want to make a lot of money.” You concentrated on that value and poured all your energy into your work for years. One of your friends went into teaching and tells you how much she enjoys her work. She likes helping others and having summers off. Eventually, you begin to feel boxed in. Your high-pressure job does not allow you much leeway for pleasure or altruism such as your friend has.

What if you decided to take into account several of your highest values such as altruism, and leisure as well as financial success? Make that step 1, to clarify your deepest values. Then brainstorm strategies for honoring those values.

Since your job does not give you much opportunity to be altruistic, you might change jobs or just demand time for some volunteer work that would polish the company’s 18



community image too. At any rate, you could craft strategies that honor several values, not just one.

I have coached over a hundred people to clarify their values and create more satisfying strategies to living them out. You might benefit too from my coaching. Inquire at 919-240-7924.19

Discerning Your Needs and Values is the Bulls Eye

Knowing how to discern you own deepest needs and values is like hitting the bulls eye. All too often we settle for hitting a ring away from the bulls eye, a lesser need or value. When act on that, we do not get what we really want because we have not yet even figured out what we really want.

Please draw a bulls eye on a piece of paper or see the Appendix of this E-Book on p. 22. In the center write the words “needs/values.” In the next ring out, write “Feeling.” In the next ring out, write “Thinking.” In the next and final ring out, write “Doing.” This is your target.

It is helpful for self-management to reflect on this target often and try to move into the bulls-eye zone by becoming aware of your deepest needs and values. You can notice what is alive for you in the outer rings and **deduce new insights** about your needs and values.

Doing:

Most of the time we are focused on the outside ring, what we are doing. We are involved with our actions. We talk with others most often about what is going on, who is doing what. To grow in awareness, start observing yourself and others more objectively. Try to state what you and they are doing in plain, factual language, devoid of judgments.

Thinking:

Notice your judgments. Probably you have made a judgment almost every time you pause to reflect on your “doing.” Now notice it and name it. Are you blaming someone for something you think they should do differently? OK, this gives you a clue to what you are probably feeling – annoyance. This helps you to identify your feelings in the next ring in. Another example is when you listen to someone and think, “They are boring.” This judgment gives you a clue to what you are probably feeling – bored. If you are really bored, that may lead to the emotion, anger.

Feeling:

Notice your feelings, meaning your emotions. To help notice, focus on your thinking and deduce your feelings as above. Secondly, ask yourself, “What else am I feeling?” Add to your list for this moment. Now you can use this self-awareness of feelings to deduce your needs and values. In the above example, you think that someone is

talking in a boring fashion. You deduce that you are feeling bored and pause to reflect so that you notice you are also annoyed.

Values:20

So in the above example, what values are not being honored? Maybe the values of having interesting talk and time being used effectively. The more you value these two things, the more annoyed you probably feel when they are not honored. Secondly, reflect if other

values are important to you in this situation. If the person speaking is important for your work-life, you may value that relationship. Ponder and add to your list of values for this moment if this is an important situation for you.

Needs:

The language of needs is similar to the above values. In the above example, you could say that you have a need to be productive in order to survive or prosper in your job. If you judge that someone is wasting your time with boring talk, you will probably get annoyed because your need to be productive is not being met.

Your goal is to identify your deepest needs and values. Then when you are clear about them, you become **more motivated and resourceful** in creating strategies to meet your needs and honor your values.

You can read about or listen to recordings of **more ways to increase your self-awareness** about needs and values in my **Self-Study Program**. And you can actually practice these ways in my **Web-conferencing Tele-Workshop**, Emotional Intelligence for Resilient Leaders and Professionals, which has a whole **Module on Self-Management**. For more information, please call me, Bill Murray, at 919-240-7924 or contact me from my web site link, "Contact Us," or read about this on our web site's home page, <http://www.EagleAlliance.com>.

Self-Management Includes Self-Care

To be at our best in self-management, we need to take good care of ourselves. We cannot fully **tune into** our own feelings and needs plus those of others, if we are “running ragged” and frequently feeling overwhelmed. We need to **nurture ourselves** by being present to our needs, so that we can also be fully present to others.

The popular press is full of articles on **stress management**, but if you ask people, few are following even the basic steps recommended.

Studies show that Americans are generally **sleep deprived**. Americans rush around trying to do too much and drop into bed exhausted. Statistics show that over 60% of Americans are **overweight**. Much of the problem is eating junk food. If you put junk into a machine or the human body, you can't expect good performance to result. We know that humans need some rest and relaxation time. But many spend that time in front of a TV watching mindless programs that keep the level of felt excitement up. People get **addicted to stimulation**.

People have **lost the art of relaxing**, say on the front porch by talking with neighbors passing by. The best single way to manage your stress is to have a good network of people who like and support you. Interacting with them will do the most to keep you healthy. But studies show that the rate of **friendship is declining** rapidly.

There is also an inner way that we hurt ourselves with **critical self-talk**. We blame and put ourselves down when we don't handle things at our best. This whipping ourselves just adds to the stress. Self-awareness is again the answer. The more you can be aware of your critical self-talk, the more chance you have to counter it with a positive statement about yourself. Be nice to yourself. **Have compassion on yourself**.

What is the result of this damaging lifestyle of too little sleep, too much junk food, TV and stimulation, decreasing friendship, and critical self-talk? Accomplishments, money - yes. But also tiredness that goes deep down. **Emotional reserves are depleted** so that new challenges tend to put people into **overwhelm** quickly. Fear is up, resourcefulness is down. Adrenal glands wear out from the constant pressure and excitement. Too much stimulation is not a good thing.

For years now, job pressures have been increasing. Now with the economic turmoil and collapse, **job pressures are mounting** even more rapidly. How can you take on more pressure if you are in the depleted state I just described?

The answer is, **“Not well.”** That word “well” means two things. Your performance will not be optimal and you have a good chance of getting physically sick. All manner of illnesses can be traced back to poor stress management.

The good self-care approaches are self-evident in the above. One additional approach is **meditation**. It is a terrific way to relax and rejuvenate your mind and body. My wife, Kathy, teaches mindfulness, a particular type of meditation. It also increases the practitioner's self-awareness which is key to many self-management skills.



So if you want **to remain healthy and to perform at your best**, improve your self-care. Take good care of yourself, manage stress well, and develop more friendships and deep relationships.

You can read about or listen to recordings of **more ways to increase your self-care and to develop good relationships** in my **Self-Study Program**. And you can actually practice these ways in my **Web-conferencing Tele-Workshop**, Emotional Intelligence for Resilient Leaders and Professionals, which has a whole **Module on Self-Management**. For more information, please call me, Bill Murray, at 919-240-7924 or contact me from my web site link, "Contact Us," or read about this on our web site's home page, <http://www.EagleAlliance.com>.

Emotional Intelligence for Promotions

Daniel Goleman, a Harvard-trained psychologist who has become famous as an advocate of emotional intelligence, said "CEO's are hired for their intellect and business expertise - and fired for a lack of emotional intelligence."

How to get promoted and be successful once you get there?

An article in the Irish Independent News, April 10, 2008, www.independent.ie/business, asserts that the skills you need to get promoted into senior management have changed. The old style relied on using power and authority to command and control. The new style requires "...emotional intelligence — knowing and managing your own emotions, motivating yourself and recognising and understanding other people's emotions."

The article emphasizes that "It's all about building effective and responsive interpersonal relationships."

Cognitive ability and business acumen is taken for granted at the senior level. It is emotional intelligence that makes you stand out. Or lack thereof, that makes you fall out, as Daniel Goleman said at the beginning.

In describing the problem with promotions into management, the article states, "But this new role will require a different set of skills from those the person possessed before securing the promotion. And that is the snag. The new management role calls for the ability to manage a team, communicate effectively and be able to make decisions, sometimes multiple ones, under pressure. This draws on the person's emotional intelligence rather than on the cognitive ability they've used up until this point."

How can you improve your emotional intelligence? You need guidance, practice, and feedback. You may get all these in our Group Coaching Virtual-Workshops on Emotional Intelligence for Resilient Leaders and Professionals, described at <http://www.EmotionallyIntelligentLeadership.com>. You can listen to recorded sessions at <http://www.eagleAlliance.com/ho/sa>. Please contact us for more information.

Mindfulness: The Power to Change

One of the first steps in positive change is self-awareness, or mindfulness. First of all, we need to be aware of what we really want and what gets in the way of achieving it. Very often the barriers to change are internal, or emotional. The more aware we become of our internal, or emotional state, the better prepared we are to make positive choices for change.

For instance, if we want to change a communication pattern with another person, such as expressing anger or impatience, we need to be aware of when this pattern happens. What is a typical situation? What are you thinking? What are you feeling? What sensations arise in your body? Beginning to notice these things, without judgment, is the first step of change. Reflecting on past situations will help develop awareness for different behavior in the future. Then, developing moment-by-moment self-awareness when with that person would be essential.

You can practice this moment-by-moment self-awareness by doing the following exercise often throughout the day:

Mini-Mindfulness Meditation

Take a few deep breaths and become aware of your body. Feel the sensations of the chair pressing against your body, your feet on the floor. Notice your shoulders, chest, stomach – just observing how you are in this moment – any sensations of tightness or tension. You can do this with your eyes open or shut.

If you practice this little exercise often during the day when you are relaxed, it will become second nature to you to check in with yourself often. Then, you will be more likely to do it in more difficult situations, such as when you are triggered to react.

If you notice your body tensing, your heart beating fast, your mouth getting ready to speak, you can just take a few breaths and take time to respond in a different way. This gives you the freedom and power of choice, rather than acting out of an old habit.

Practicing this simple mindfulness exercise helps us to make behavioral changes.

Your goal is to focus on present moment. Unfortunately, we tend to live in the past or future in a state of mindlessness. Often our state is like a trance. We speak thoughtlessly. We grab a cookie without realizing it.

Being aware is first step in changing behavior. There are 3 things to learn to be aware of:

1. Be aware of what we want to change in behavior.
2. Be aware of what gets in the way.
3. Be aware of feelings, thoughts, self-talk, sensations in body, patterns of emotions.

Take a moment to decide whether to act on thoughts, feelings. This helps reduce reactivity.



How do you learn to do this?

It is important to check in with yourself often throughout the day to learn to observe yourself better. Do this when you are not triggered. Then you are more likely to remember to check in with yourself when someone does trigger you. Then you can choose to stay mindful rather than be reactive.

Exercise of practicing mindfulness:

Sit in chair for few minutes. Close eyes. Notice your body sensations on the chair, both feet on the floor. Become aware of breath. In and out. Notice sensation of breath. Breath in and out to count of 4 each way. Breath in and out for a few minutes.

Anytime your mind wanders off, bring it back to your breath.

You don't have to totally clear your mind. Just allow the thoughts to come and let them go. As though your mind is a stream, and your thoughts are leaves on the water. Just let them go by.

Notice where your mind wants to go. Do not judge yourself, just observe.

Open your eyes.

Mindfulness takes a lot of practice to learn well. Kathy Murray can coach you to successful mindfulness.

Resilience - Emotional Intelligence of the Tree

Emotional intelligence has many faces. Sometimes a metaphor captures an aspect of emotional intelligence in a way we can remember. Here is my metaphor of the resilient tree.

I was hiking along a river and noticed several large trees that had no earth underneath them. The river had washed it away. But some wily trees had outsmarted the river. They sent large roots sideways deep into the bank so they could hold on. The trees looked like the letter “L”, with air beneath them and swirling water below that. And they were big and tall, strong trees. They had withstood the changes of nature, the forcefulness of a river. They were resilient, and that is part of emotional intelligence.

Other trees were not so resilient. They had fallen into the river because their roots were not going in the right sideways direction or strong enough to hang on as the water washed out the ground underneath them.

Which kind of tree are you? Resilient or ready to fall into the river of constant change and turbulence? Of overwhelming workloads and poor relationships? And whatever else undermines you?

Now let’s learn from the resilient trees. When they sensed that the river was eroding the ground from beneath them, they sent new roots sideways into the river bank. They noticed a problem and sought firm ground to solve it. Then they grew these new roots bigger and deeper into the bank, sometimes wrapping around boulders for extra stability.

You can do the same. Notice the problems that threaten to overwhelm you. Or what already overwhelms you, such as your workload or a transition. Or the non-supportive people you have to work with. Now search for firm ground or boulders to hang on to.

One type of firm ground is your core values. These are what you can hang on to when the river is washing away the ground from under your feet. Where is your firm bank where your roots go deep?

Do you know your core values clearly so that you can hang on to them in time of trouble? Do they hold you steady like deep roots? Are you firmly held in good times and in bad?

If not, it is time to identify and clarify your core values. What really matters to you?

Helping you to clarify your core values is a key component of our individual and group Executive Coaching. To explore getting more stability and resilience this way, please call Bill Murray at 919-240-7924 or visit our web sites, <http://www.eaglealliance.com>, and <http://www.EmotionallyIntelligentLeadership.com/index.htm#bottom/> (scroll down).

Resilience story

The following true story is about a resilient person described in the excellent book on resilience, *The Survivor Personality* by Al Siebert, pages 2-3. This is a true story of someone turning a devastating blow into good fortune.

In 1926 a 25 year old illustrator and one of his older brothers started a cartoon animation studio. Their studio received a big, one year, renewable contract from a New York film distributor, Charles Mintz, to produce a cartoon series named "Oswald the Lucky Rabbit."

Mintz, who owned the rights to the character, sent his brother-in-law, George Winkler, to California to watch production activities. Winkler spent many weeks at the studio getting to know the animators and learning production procedures.

As the highly successful first year drew to a close, the illustrator took his wife with him on a train to New York where he expected to renegotiate a longer, more profitable contract with Mintz. In New York, the meeting with Mintz did not go as expected. Mintz surprised him. Mintz said that he and his brother would have to work for a lower fee if they wanted to renew the contract. He was shocked. He knew he could not produce the cartoons with less money.

As they argued, he discovered what Mintz was up to. Winkler had persuaded Mintz to take over production of the Oswald cartoons. During his visits to the California studios, Winkler had secretly arranged to hire away several of their best animators. Mintz and Winkler believed they could cut costs and increase their profits by producing the series themselves. Their strategy in the negotiations was to get him to give up his right to renew the Oswald contract.

They succeeded.

He felt shocked, angry, and hurt as he and his wife, Lillian, left New York for the long train ride home. He had trusted Mintz and Winkler and his employees. Now, without warning, the highly successful cartoon series was taken away from him. He would no longer be the producer of the series he worked long and hard to develop. His studio had lost its only big account.

Resilience in Action

During the train ride back to Hollywood, he reflected on his situation. How could he bounce back? What if he created his own cartoon character instead of waiting to be hired to work on other people's ideas?

What about a Mouse named Mickey as a cartoon character? He began making sketches for a new cartoon series.²⁸

Back at the studio he and his brother decided to take advantage of a new technology that added sound to motion pictures. He charged into his new project with enthusiasm.

The rest, of course, is history. In 1928, in New York City, the Disney studios held the premier showing of an animated cartoon starring Mickey Mouse. The new cartoon was an immediate



success. Oswald the Rabbit soon disappeared from theaters and Mickey Mouse went on to become one of the greatest cartoon personalities of all time.

Walt Disney converted Mintz and Winkler's unethical conduct and treachery into one of the best things that ever happened to him.

What do you think made Walt Disney so resilient? We don't know for sure. I would guess that he really knew what he wanted so that nothing could stop him for long.

I discuss this attribute of resilience in my book chapter, "Emotional Intelligence for Resilience," in the Amazon best-seller, *Upping the Down Side*, and in my Tele-Workshop, *Emotional Intelligence for Resilient Leaders and Professionals*.

You may read about the Tele-workshop at

<http://www.EmotionallyIntelligentLeadership.com/index.htm#bottom/> (scroll down) and listen to live audio recordings of it at <http://www.eagleAlliance.com/ho/sa> .

Emotional Intelligence and Test Pilots

Emotional intelligence provides us with strategies other than frantic attempts to control our situation. Consider the story of test pilots told by Tara Brach in her excellent book, *Radical Acceptance*, on page 49.

In the 1950's air force test pilots attempted with new jet engines to fly at higher altitudes than ever before. In the rarified atmosphere, they found to their horror that a plane could skid out of control and start tumbling end over end. Pilots responded by frantically trying to work their controls to stabilize their planes. The more furiously they worked their controls, the more they tumbled. Screaming helplessly to ground control they crashed and died.

Does your plane feel out of control? Your own life or your company's? Is marketplace turbulence tossing your plane end over end? Leadership experts have been talking for some time about chaos that leaders face. Have you made frantic attempts to regain control? Before you crash and burn, consider some ways out of your turbulence.

The pilots learned that they had to relax and let go until the plane entered lower altitudes where they could regain control. This was very counterintuitive. Not frantic efforts to control, but relax and wait. Then stabilize the plane.

Can this be a metaphor for leaders? If you are in circumstances that you just can't seem to control, can you pause and relax? When you get centered, you can think much more clearly and make better decisions. How often are you able to do this?

Getting centered and resourceful is one of the benefits of our Executive Coaching. We help clients pause and set their frantic efforts aside for a coaching moment. As they answer our questions, they get more reflective. As they use us as a sounding board, they get more centered. Finally, they get more resourceful and see new solutions. This process helps leaders be resilient in the midst of chaos.

We also teach clients how to meditate if they wish so that they have another method of getting centered on their own. Meditation calms us and allows us to pause so that we can let go of our frantic efforts at control and slowly become more resourceful.

For information about our Executive Coaching, please click on the navigation bar above on the link, [Results of Executive Coaching](#).



Emotional Intelligence and the Turtle

I was driving on a country road when I suddenly came upon a turtle crossing the road. I swerved to miss it and looked in the rear view mirror to make sure it was OK. It had pulled its head and legs into its shell and was sitting in the road. It was a sitting duck to get squashed by the next car. Or should I say a sitting turtle.

I wondered if I ever act like that turtle. Are there times when I do something that once worked but now is in the wrong time and place? For the turtle, pulling in worked to keep safe for most dangers. But not on the road.

What about you? Can you think of any examples of behaving in a way that does not fit the situation? I can think of one example. When I was a boy, I frequently begged to play with my older brothers. Sometimes they would say, "Scram, kid." But if I persisted, sometimes they relented and let me play with them. I learned that it pays to persist.

Now when I am selling my consulting services, I often persist, even when the prospect is saying "No" in some way such as not answering my phone calls. That persisting may sound like good sales technique. But I don't have large amounts of time for this as I did when I was a kid. Now as a busy consultant, I need to qualify my prospects. Only the best prospects are worth the time to persist. Let the others go if necessary. But I sometimes forget this and do my turtle thing, the wrong behavior for that situation.

Look at your own sales force. The star performers probably have developed a keen sense of which prospects are worth the extra time to persist and which are not. They know how to qualify prospects. Lesser performers may just go after everybody with the same amount of persistence. Persistence can be a virtue, but not in the wrong places or with the wrong people.

Now what are your turtle examples? Something that worked once, but may not work now. If you spot them now, you may be able to stop them later and behave in a way that fits the new situation.

Appendix

Self-Awareness Bulls-eye

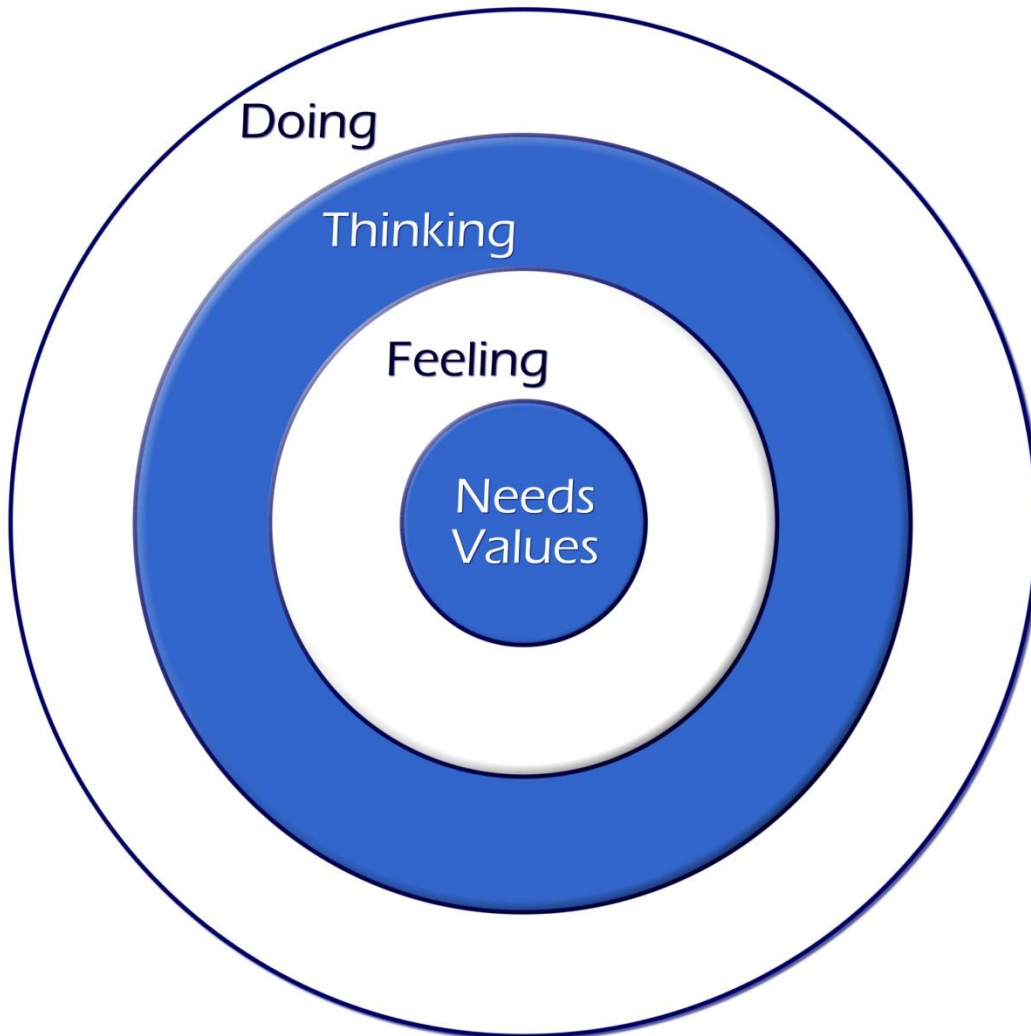


Figure 5-1 – Self-Awareness Bulls-eye

Feelings

	Mad	Sad	Glad	Afraid
Strong Intensity	<input type="checkbox"/> Enraged <input type="checkbox"/> Furious <input type="checkbox"/> Hostile <input type="checkbox"/> Incensed <input type="checkbox"/> Infuriated <input type="checkbox"/> Outraged <input type="checkbox"/> Seething <input type="checkbox"/> Vengeful	<input type="checkbox"/> Anguished <input type="checkbox"/> Defeated <input type="checkbox"/> Depressed <input type="checkbox"/> Devastated <input type="checkbox"/> Humiliated <input type="checkbox"/> Powerless <input type="checkbox"/> Purposeless <input type="checkbox"/> Worthless	<input type="checkbox"/> Blissful <input type="checkbox"/> Delighted <input type="checkbox"/> Ecstatic <input type="checkbox"/> Enthusiastic <input type="checkbox"/> Euphoric <input type="checkbox"/> Joyful <input type="checkbox"/> Thriving <input type="checkbox"/> Vibrant	<input type="checkbox"/> Terrified <input type="checkbox"/> Defenseless <input type="checkbox"/> Distressed <input type="checkbox"/> Fearful <input type="checkbox"/> Traumatized <input type="checkbox"/> Intimidated <input type="checkbox"/> Panicked <input type="checkbox"/> Petrified
Medium Intensity	<input type="checkbox"/> Agitated <input type="checkbox"/> Aggressive <input type="checkbox"/> Belligerent <input type="checkbox"/> Disgusted <input type="checkbox"/> Frustrated <input type="checkbox"/> Indignant <input type="checkbox"/> Irritated <input type="checkbox"/> Resentful <input type="checkbox"/> Revolted	<input type="checkbox"/> Apathetic <input type="checkbox"/> Discouraged <input type="checkbox"/> Distressed <input type="checkbox"/> Hopeless <input type="checkbox"/> Melancholic <input type="checkbox"/> Pessimistic <input type="checkbox"/> Sorrowful <input type="checkbox"/> Weak	<input type="checkbox"/> Animated <input type="checkbox"/> Cheerful <input type="checkbox"/> Excited <input type="checkbox"/> Grateful <input type="checkbox"/> Optimistic <input type="checkbox"/> Passionate <input type="checkbox"/> Proud <input type="checkbox"/> Satisfied <input type="checkbox"/> Thankful	<input type="checkbox"/> Anxious <input type="checkbox"/> Apprehensive <input type="checkbox"/> Disoriented <input type="checkbox"/> Disturbed <input type="checkbox"/> Insecure <input type="checkbox"/> Startled <input type="checkbox"/> Stressed <input type="checkbox"/> Troubled <input type="checkbox"/> Worried
Low Intensity	<input type="checkbox"/> Bothered <input type="checkbox"/> Cynical <input type="checkbox"/> Displeased <input type="checkbox"/> Dissatisfied <input type="checkbox"/> Irked <input type="checkbox"/> Provoked <input type="checkbox"/> Peeved <input type="checkbox"/> Tense <input type="checkbox"/> Upset	<input type="checkbox"/> Bored <input type="checkbox"/> Disappointed <input type="checkbox"/> Disillusioned <input type="checkbox"/> Helpless <input type="checkbox"/> Lonely <input type="checkbox"/> Pained <input type="checkbox"/> Somber <input type="checkbox"/> Unhappy <input type="checkbox"/> Vulnerable	<input type="checkbox"/> Alive <input type="checkbox"/> Calm <input type="checkbox"/> Centered <input type="checkbox"/> Content <input type="checkbox"/> Lighthearted <input type="checkbox"/> Peaceful <input type="checkbox"/> Pleased <input type="checkbox"/> Relaxed <input type="checkbox"/> Secure	<input type="checkbox"/> Cautious <input type="checkbox"/> Concerned <input type="checkbox"/> Confused <input type="checkbox"/> Doubtful <input type="checkbox"/> Guarded <input type="checkbox"/> Hesitant <input type="checkbox"/> Reluctant <input type="checkbox"/> Suspicious <input type="checkbox"/> Wary
Moods: when you think or tell about your emotions....	<input type="checkbox"/> Blame <input type="checkbox"/> Contempt <input type="checkbox"/> Guilt <input type="checkbox"/> Resentment	<input type="checkbox"/> Martyr <input type="checkbox"/> Victim <input type="checkbox"/> Self-pity <input type="checkbox"/> Suffering	<input type="checkbox"/> Centered <input type="checkbox"/> Calm, content <input type="checkbox"/> Pleasure seeking <input type="checkbox"/> Pride or arrogance	<input type="checkbox"/> Anxiety <input type="checkbox"/> Doubt <input type="checkbox"/> Panic <input type="checkbox"/> Worry

(Workshops\EI\HOs\Feelings Chart)

Feeling Words

afraid	aggravated	amazed	amused
annoyed	anxious	angry	astonished
ashamed	bashful	bewildered	bored
calm	comfortable	complacent	concerned
confused	courageous	cross	defeated
defensive	dejected	delighted	disappointed
discouraged	disgusted	dissatisfied	eager
elated	embarrassed	envious	fascinated
foolish	frightened	frustrated	furious
glad	good	grateful	guilty
happy	helpless	hopeful	hopeless
humble	humiliated	hurt	irritated
jealous	jittery	joyous	lonely
loving	mean	miserable	nervous
numb	pleased	proud	relieved
resentful	reluctant	sad	scared
shocked	silly	sure	surprised
suspicious	tense	terrified	thankful
tired	touched	uncomfortable	upset
weak	well	wonderful	worried

The following words are often used to express feelings. However, they are actually thoughts about how we are judging the actions of others or ourselves.

accepted	attacked	betrayed	cheated
disrespected	inadequate	intimidated	manipulated
misunderstood	needed	neglected	overworked
patronized	pressured	provoked	put down
rejected	taken for granted	threatened	unappreciated
unheard	unsupported	unwanted	used

- Comfortable feelings indicate that our needs are being met.
- Uncomfortable feelings indicate our needs are not being met.
- When we are actually expressing a feeling, we do not need to use the word "feel." We can simply say: I'm irritated, worried, excited, etc.

Based on the work of Marshall B. Rosenberg

Needs and Values – The Motivators

- Needs and values are those things that sustain life and make it worth living. Our goal is to get our needs met and also to meet the needs of others.

Connection

acceptance, affection, appreciation, belonging, cooperation, communication, closeness, community, companionship, compassion, consideration, consistency, empathy, inclusion, intimacy, love, mutuality, nurturing, respect, safety, security, self-respect, stability, support, to know and be known, to see and be seen, to understand and be understood, trust, warmth

Honesty

authenticity, integrity, presence

Play

fun, humor, joy

Peace and justice

Fairness, beauty, communion, ease, equality, harmony, inspiration, order

Physical well-being

air, comfort, food, movement/exercise, rest/sleep, safety, shelter, sexual expression, touch, water

Meaning

celebration, challenge, clarity, competence, consciousness, contribution, creativity, efficiency, effectiveness, growth, hope, learning, mourning, purpose, self-expression

Autonomy

choice, freedom, independence, space, spontaneity

Spirituality

Others