



Emotional Intelligence & Mental Resilience

LEADING WITH A COACHING MINDSET

“The real voyage of discovery
lies not in seeking new
landscapes but in seeking
through new eyes.”

MARCEL PROUST
LA PRISONNIERE
(TRANSLATION)

Leaders You Admire and Would LOVE to Work for

WHAT ARE THEIR QUALITIES AND
CHARACTERISTICS THAT YOU
ADMIRE?

WHAT DO THEY DO? HOW DO
THEY BEHAVE?

HOW DO THEY MAKE YOU FEEL?

Emotional Intelligence in Practice

- ▶ I am aware of how I am feeling, what my strengths are and how I am perceived
- ▶ I respond to situations and interactions as I want to respond, in control and with a positive outlook to move things forward
- ▶ I am aware of the emotions of others; the state of mind they are in; I am curious about how they are feeling and how things get done within my organization
- ▶ I act and behave to influence and manage conflict for desired outcomes; I invest time in coaching and mentoring for myself and for others; I strive to inspire rather than direct others

Competencies of Emotional Intelligence

Self Awareness	Self Management	Relationship Management	Social Awareness
Emotional Self-Awareness	Emotional self-control	Influence	Empathy
	Adaptability	Coach and mentor	
	Achievement orientation	Conflict management	Organizational awareness
	Positive outlook	Teamwork Inspirational leadership	

Source: More Than Sound LLC, 2017

“if you try to think your way into
another place, its not going to work, it
just doesn't happen,
YOU GOTTA FEEL IT”

James Hetfield, METALLICA

SELF

a place to start



How self-
aware
are we?

Self Awareness

- ▶ Self-awareness occurs when the individual knows what they are feeling in the moment, and using this to guide decision-making, having a realistic assessment of their own abilities and a well-grounded sense of self-confidence.
- ▶ Ways to increase your Self Awareness:
 - ▶ Ask for Feedback
 - ▶ What-are-you-feeling breaks during the day; after an interaction
 - ▶ What triggers you positively/negatively? What happens in your body when you are triggered? How do you respond?
 - ▶ Journal: What happened, how did you respond, how would you have liked to respond
 - ▶ Mindfulness meditation, Breathing exercises, Focus on the present
 - ▶ Assessments (ex: Gallup Strengths, 360 Reviews, Positive Intelligence)

Self Management

- ▶ The ability to control or redirect disruptive impulses--essentially, to think before acting
- ▶ How to Increase Self-Management
 - ▶ Set goals for how you want to show up; how do you want to be?
 - ▶ Slow down, feel where you are, take inventory of your body: Feet, legs, gut, heart, head
 - ▶ Breathe, activate your parasympathetic nervous system
 - ▶ Mindfulness meditation, exercise, PQ Reps (positive intelligence)
 - ▶ Focus on your purpose, values and vision.



Mental
Fitness for
Improved
Resilience

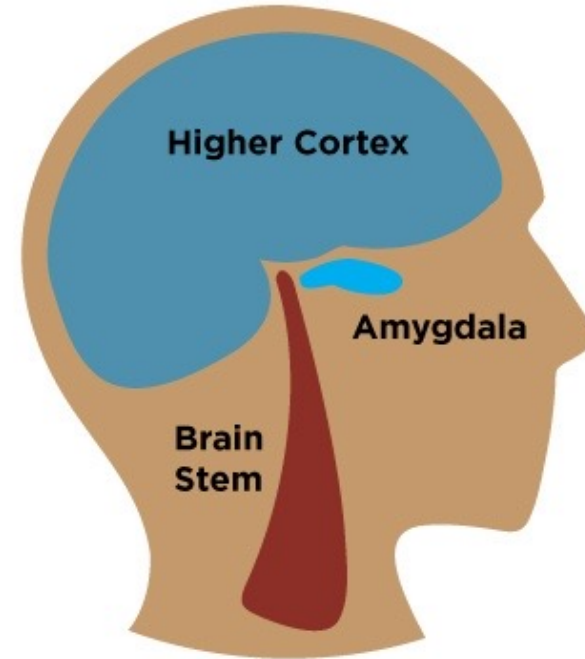
Has anything similar happened to you?

- ▶ You spent 3 days working on a creative pitch, submitted it to your boss for comments and they don't get back to you for two days... now it's urgent
- ▶ You get an email from your Finance Exec telling you that you need to cut your budgets by 15%... and HR has once again changed your Return to Office policy...
- ▶ You are preparing to give or receive your annual review but all you can think about are the mistakes...
- ▶ YOU GET AN EMAIL FROM YOUR BOSS IN ALL CAPS...
- ▶ You've had a long day/week/month/... and your child really wants your attention, and the internet is not working, and you don't what to make for dinner, and the milk is expired, and your partner didn't feed the cat, ...

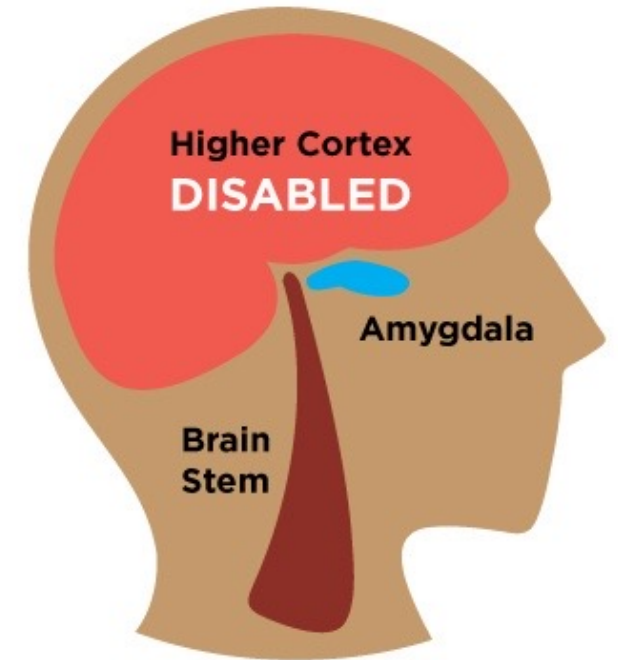
What does it feel like – What happens?

Amygdala Hi-jack

- ▶ Negative thoughts and emotions/stress trigger a hormonal response
- ▶ Pre-Frontal Cortex and executive functions slow or are disabled
- ▶ Vision narrows, muscles tense, blood flows to extremities
- ▶ Fight, Flight, Freeze
- ▶ Meant to be a temporary/acute response
- ▶ Over time becomes chronic, shrinks PFC and increases Amygdala



LOW Emotion
(Calm, Relaxed)



HIGH Emotion

- No space or capacity for
- Higher order thinking
 - Creativity
 - Feeling
 - Exploration

Mental Fitness & Resilience

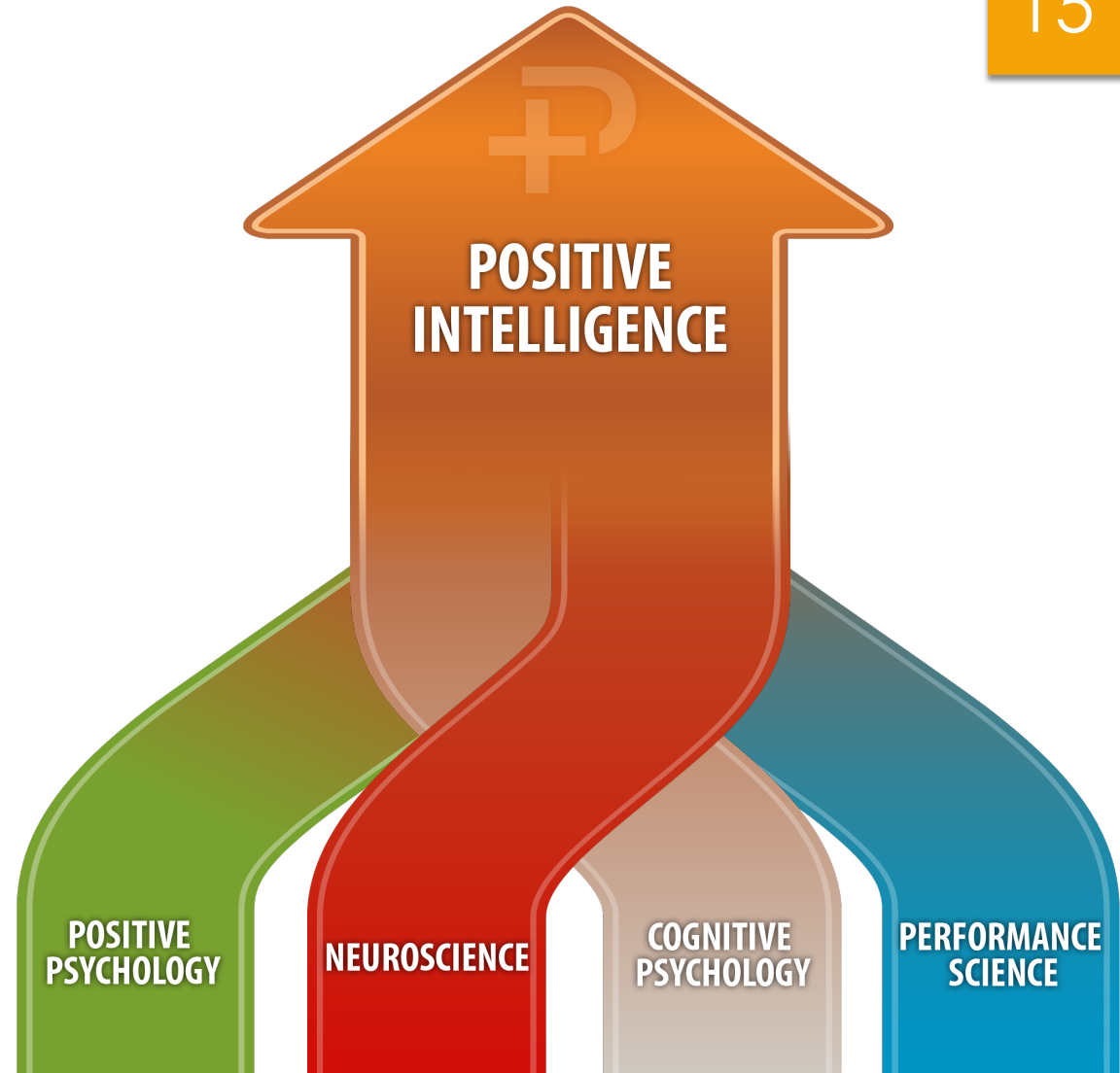
Definition:

- Our capacity to respond to life's challenges with positive rather than negative mindset

Impact:

- Peak performance
- Peace of mind/wellness
- Healthy relationships

Mental
Fitness &
Resilience
Through
Positive
Intelligence





How long
do you
hold on to
negative
thoughts?

Negative Thoughts & Emotions ...



Only helpful for 1 second as alert signal.



Staying in negative emotion hurts ability to see clearly and respond with empathy, curiosity, creativity, or laser-focused action.



Negative Emotion = Saboteur

Saboteurs: Automatic, internal and habitual thought patterns that work against our best interests

The Judge



The Accomplices



Sage: The deeper, wiser you

Sage Perspective: There is a gift in every challenge



Sage powers:

Empathy for yourself
and others

Explore with curiosity
and an open mind

Innovate and create
new perspectives
and solutions

Navigate a path that
aligns with purpose
and values

Activate and take
decisive actions
without the saboteurs



PQ Reps: Shift from Saboteur to Sage

SMALL EXERCISES TO DEVELOP
PRESENCE AND SHIFT FROM
SABOTEUR THOUGHTS TO A
SAGE PERSPECTIVE

PQ Reps: Shift from Saboteur to Sage

2 minutes

- ▶ Take in a deep breath – hold – now exhale; relax your breathing
- ▶ Close your eyes, put your feet flat on the floor, feel where you are making contact with the floor; sense your toes - how many of your toes you can feel? If another thought comes into mind, acknowledge it and let it go.
- ▶ Rub your thumb and one finger-tip together with such attention that you feel the ridges on each. Again, if any stray thoughts creep in, acknowledge them and let them go
- ▶ Now rub all the fingertips of one hand against the fingertips and palm of the other, notice all the sensations
- ▶ Now place your hand on your stomach and feel the gentle rise and fall with each breath.
- ▶ When you're ready I invite you to open your eyes and think about what that was like and how you feel...

Mental Fitness & Resiliency: Simplicity of the Operating System

- ▶ If you're feeling negative emotions STOP. You're in Saboteur mode.
- ▶ Do some PQ Reps to quiet Saboteurs and activate Sage.
- ▶ Assume the Sage Perspective that every problem can be converted into a gift & opportunity. Identify 3 gifts.
- ▶ Generate positive ways forward by using the Sage powers like empathy, curiosity, creativity, and calm, clear-headed action.

Going from self to others

“If you want to build a ship, don’t drum up people together to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

ANTOINE DE SAINT-EXUPÉRY (TRANSLATION)

Leading with a Coaching Mindset

- ▶ Increases employee and team engagement
- ▶ Creates opportunities for distributed innovation
- ▶ Evokes transformation
- ▶ Encourages and supports authenticity
- ▶ Develops future leaders
- ▶ Amplifies your impact
- ▶ Frees you up for greater responsibility

Be Others Focussed

- ▶ Open your self up to learning
- ▶ Ask for input from team, ask for their perspective
- ▶ Ask for feedback from people who report to you
- ▶ Celebrate others around you, acknowledge and celebrate others

Asking Powerful Questions

- ▶ Don't tell them what or how... ask them to explore...
- ▶ How...? and What...? questions vs Why...? questions
- ▶ What about that...? How might that..., What else? And what else?
- ▶ From the place of your stakeholders, what would they say about ...?
- ▶ What would it take to, what do we need to have to...?
- ▶ Proactively increase inclusivity
 - ▶ Ask questions of people to get their perspective, don't just listen to the loudest voice
 - ▶ Encourage other perspectives, invite people to contribute
- ▶ Bold challenges (they can accept or counter)
- ▶ If you can't do that, what can you do...?

Help Create Vision

- ▶ Purpose – our Why: the reason we exist as a team, department, company
- ▶ Values: What are our guard rails; what is important for us
- ▶ Vision: How do we see ourselves in our system of stakeholders
- ▶ Objectives: Here is what we want to accomplish, how might we do it
- ▶ Establish our OKRs (or other roadmap we can measure progress against)

Yesterday I was clever, so I
wanted to change the world.
Today I am wise, so I am
changing myself

-RUMI

Making it stick is PERSONAL and Requires INTENTION

- ▶ What do you really want to change? And what else!!
- ▶ Visualize and describe your future state? How does it feel?
- ▶ What about that is important to YOU? What benefit will YOU get from it? What is the cost to YOU of not getting there?
- ▶ What 3 things WILL you do differently to achieve this? What will you commit to doing/being differently?
- ▶ What accountability support will help you?

My Goal/Objective

Why This is Important to Me

What I Commit to Doing / Being

- What will I say YES to
- What will I say NO to

Achieve Your Potential & Transform Your Life

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