

# CWEA Leadership Development Series

Session 3



# Resilience

## Becoming a Resilient Leader an Introduction to Emotional Intelligence

Virtual Session



19 Oct 2022

10:00 AM

12:00 PM

### About this seminar

Presented by Keith Sorsdal of The Sorsdal Group, this Resilient Leader webinar helps attendees improve their resilience as a leader through the use of Emotional Intelligence, by understanding their emotions, how to control them, and how to identify the impact of emotions within their teams.



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## Becoming a Resilient Leader

*An Introduction to Emotional Intelligence*



### NOTES:



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### EIQ Emotional Intelligence

H I U F F T I A D T A R P N S N I O I A T N P I L  
 E I P M N S C I O L E A G I R O H S A A O I A E N  
 F M I T R S I I S O M N R H N D T E D I N P A E R  
 S L C Y A A M S I S E N N V E M I O E M N D N N A  
 E P O O I P I L D G R I S E E C E V O E E I L F W  
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 T E E I T A Y I E E I C V A N D E T P P I Y I E T  
 V I W N V U T E G R I O I S R S D G O Y E N M C E  
 S N S I O A D G I A A M N S S E O I F M C C H A T  
 D P T E L R I E A E S W S U R R S E T I E A R N P  
 A O U E A R S S I E S O A I M L M E C M N I T E E  
 M G R I T T I I E I M T M P E R S C T G M N O M P  
 D N T E P R G T E O S R M G Y N T L E N E N O A R

Emotion	Intelligence	Communication	Relationships
Mood	Perception	Empathy	Awareness
Amygdala	Motivation	Leadership	Flooding
Triggers	Stress	Attitude	Image
Performance	Change	Impulse	Discipline



## The Importance of Emotional Intelligence in Leadership

When we look at developing our leadership skills, I think we would all agree that being able to manage our emotions effectively is a critical part of that development, and how emotions are connected in some way to all areas of our development.

This is not just working on awareness, but instead it is learning to connect through our emotions.

I'm sure this is not your first training on EiQ. So, what makes this approach any different?

The difference is, by understanding the principles of EiQ, you will now recognize and identify your emotions and the effects they have on your behavior and thinking, as well as the emotions in others.

And as we develop ourselves in this area, this is where the power of self-recognition comes in, by recognizing that you are in control of the outcome with your relationships, you will not only be able to contribute to the relationship better, but you will be contributing with the awareness of the impact emotions have on our thinking.

And what that does for you, is it moves your relationships towards the results you are wanting.

Here is what I've come to know, that people listen with their ears, but hear with their emotions.

**"Seek first to understand, then you will be understood."**

*- Stephen Covey*

## Applying the Law of Awareness to Communication

The Law of Awareness states "You Must Know Yourself to Grow Yourself" – John Maxwell

Applying this law to understanding your emotions and triggers means we need to first be aware of some areas in our life.



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Here are a few questions to ask yourself to help discover a higher awareness about yourself.

1. How conscious am I of my emotions – an EiQ assessment will help with this
2. Can I name my different emotions
3. How do my emotions affect my relationships
4. What is my most worthwhile emotion – the emotion that helps strengthen your relationships
5. What is my least worthwhile emotion – the emotion that seems to get in the way
6. What habit serves me the most
7. What habit serves me the least
8. What do I not yet know about myself

*“Knowledge doesn’t always bring awareness, yet awareness always brings knowledge.”*

## Understanding that You are Unique, and so is Everyone Else

Just as everyone has unique fingerprints, the same is with our personality, beliefs, emotions, and values. It is something we take with us everywhere we go. So, it is important to be able to understand and identify them in ourselves, and be aware that others have their own as well.

### **Do You See What I See...**

It is said we do not see the world as it is but as we are. Each of us filter what we see and hear through our perceptions that have been formed from our conditioning, emotions, and life experiences. Understanding that no two people are the same, have the same life experiences, or perspectives, we can better understand that each of us is unique in our own way. These differences in perspectives is the strength of a team. Viewing projects, problem solving, and tasks from a different angle or view – bringing options when it comes to solutions.



## Why it is important to understand Awareness?

The first person we must examine is ourselves. That's the Mirror Principle. If our self-perception is distorted, then our attempts to influence others will be misguided and even manipulative.

The first person I must know is myself;  
this brings self-awareness.

The first person I must get along with is myself;  
this leads to a healthy self-image.

The first person to cause me problems is myself;  
admitting truth yields self-honesty.

The first person I must change is myself;  
this empowering attitude paves the way to self-improvement.

- John C. Maxwell (Man in the Mirror Blog, 2014)

*"Change the way you look at things, and the things you look at will change"*  
*-Wayne Dyer*



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## Modern Origins of EQ

- 1990 Peter Salovey / John Mayer - research
- 1995 Daniel Goleman – Book Emotional Intelligence
- 1996 – Travis Bradberry / Jean Greaves – Found TalentSmart
- 2009 – Travis Bradberry / Jean Greaves – Book Emotional Intelligence 2.0

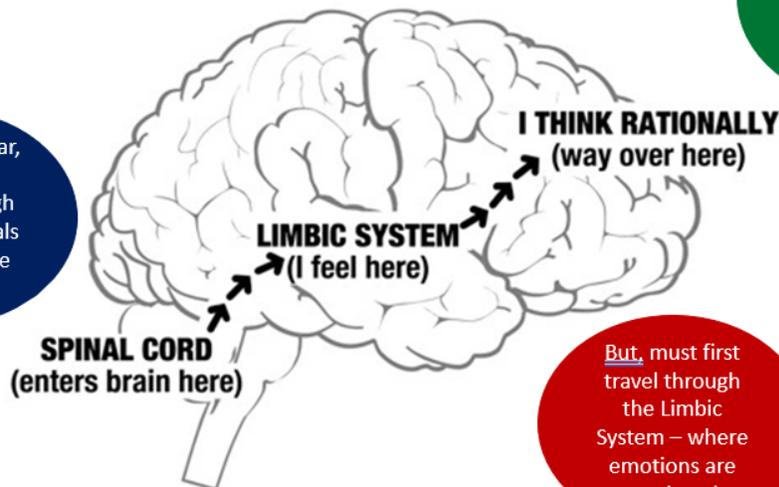
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## Physical Pathway

Emotional Intelligence

See, Smell, Hear, Taste, Touch Travels through electrical signals and enters the brain here



Those signals need to travel here (frontal lobe) where rational thinking takes place

But, must first travel through the Limbic System – where emotions are produced

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	<b>Self / Personal</b> <i>Intra-Personal Competence</i>	<b>Social</b> <i>Inter-Personal Competence</i>
<b>Recognition</b>	<b>Q1: Self Recognition</b> <ul style="list-style-type: none"><li>✓ Self-Awareness / Understanding</li><li>✓ Connection of Cause &amp; Effect</li><li>✓ Self-Appreciation / Confidence</li><li>✓ Consciousness / Assertiveness</li><li>✓ Emotional Identification</li></ul>	<b>Q3: Social Recognition</b> <ul style="list-style-type: none"><li>✓ Empathy, Sensitivity, Appreciation</li><li>✓ Service, Compassion, Benevolence</li><li>✓ Holistic Communication</li><li>✓ Situational Perceptual Awareness</li><li>✓ Interpersonal Development</li></ul>
<b>Management</b>	<b>Q2: Self Management</b> <ul style="list-style-type: none"><li>✓ Self-Control &amp; Discipline</li><li>✓ Goal Directed Performance</li><li>✓ Integrity &amp; Trustworthiness</li><li>✓ Motivation / Positive Psychology</li><li>✓ Creativity, Agility, Flexibility, Adaptability</li></ul>	<b>Q4: Social Management</b> <ul style="list-style-type: none"><li>✓ Sustaining quality relationships</li><li>✓ Handling conflict effectively</li><li>✓ Leadership and influence</li><li>✓ Collaboration, cooperation and teamwork</li><li>✓ Effective interaction</li></ul>



## Building Self-Recognition

- Accept emotions without judgment
- Knowing your triggers & hot buttons
- Associate emotions with attitudes and consequences
- Analyze strengths and weaknesses fairly and with an eye toward growth
- Build self-worth and esteem
- Enjoy the feelings of achievement

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## Building Self-Management

- Take pride in your self-discipline and control
- Assume self-responsibility
- Exercise dynamic creativity
- Seek possibilities where you can invest yourself, make an impact
- Set new standards, compete against yourself
- Look for colleagues who will facilitate excellence

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## Building Social Recognition

- Actively look for opportunities to help others
- Actively listen; pay attention
- Become more interested and enthusiastic about others
- Create opportunities to connect
- Be positive and open when responding to new people and ideas
- Pay attention to both head and heart messages

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## Building Social Management

- Develop persuasion and rapport
- Be assertive, engaged, and involved with others
- Seek out opportunities to work and collaborate with others
- Enjoy listening to the ambitions of others and offer praise
- Develop quality relationships and friendships
- Maintain poise and calmness

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## Digging Deeper



### Self Recognition

- Who am I?
- What is my purpose?
- Where do I get my confidence, self-esteem, self-worth?
- What makes me happy?



### Social Recognition

- What can I do to serve and bring value?
- What messages am I sharing (verbal/non-verbal)?
- What are my key conversations (with whom, regarding what)?



### Self Management

- What are my priorities and goals?
- How can I improve myself, my abilities, my value?
- How can I best manage my time, talent and resources?



### Social Management

- How can I promote abundance and mutual gain?
- What can I do to add quality and strengthen relationships?
- How can I share compassion, kindness, caring and consideration?

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### The EiQ Action Plan

#### **Self-Recognition:**

1. Identify 3 areas of strengths:
2. Identify 3 areas for growth:
3. List the top 3 emotions you feel on a regular basis

#### **Self -Management:**

1. Identify the last thing you overreacted to and why:
2. Identify 3 goals:
3. Identify 3 things holding you back from accomplishing these goals and why:

#### **Social Recognition/Management**

1. Identify 3 people you have a great relationship with and why
2. Identify 3 people you have a challenging relationship with and why.
3. What if anything is holding you back from developing stronger relationships?



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ADAPTED FROM AND REPRODUCED BY PERMISSION FROM JULIA WEST.

Intensity of Feelings	HAPPY	SAD	ANGRY	AFRAID	ASHAMED
HIGH	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horrified Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
MEDIUM	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholy	Upset Mad Defended Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
LOW	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Dissatisfied	Perturbed Annoyed Uptight Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsure Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly

The five core emotions run left to right across the top of the table. Manifestations of each emotion based upon the intensity felt are described down each of the columns in the table.





# Thank You

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# Emotional intelligence

Each time you complete a Response Card, record your decision with a X in the relevant column, where:

**5** is 'often'

**3** is 'seldom'

**1** is 'never'

**Example:** for No.1. If "*seldom*" best describes your response, put an X in the column headed 3.

Card Number	Select Your Response		
	5	3	1
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

**NOTE:** Try to be honest. These forms are for you alone, you will not be asked to share your personal responses.



## Exercise – Thinking About Your Level of EQ

### RESPONSE cards something to consider

#### Card 1

**I am surprised that I react to things on quite a high emotional level.**

If a person is surprised by their emotional reactions, it suggests lack of awareness about how their emotions affect them. There is nothing wrong with showing emotion. The important thing is to develop an awareness of your emotions, for example, labelling them (anger, sadness, envy etc.) and you will be better able to rationalize and manage them.

#### Card 2

**I find difficulty in deciding whether someone is being polite or rude.**

How well does an individual understand another person's behavior? It is important to try and see a situation from the other person's point of view (not just your own). It will help you make a better assessment of their behaviors. Having some moral compass of your own, to use as a yardstick, also helps decide if boundaries of behavior have been crossed.

#### Card 3

**I find I get very upset if I watch news items that show human suffering.**

It is a natural human reaction to be upset by scenes of suffering. But to function effectively, it is also important to exert a degree of control over the levels of our emotions. It is about learning to regulate them, so they do not overwhelm us nor get in the way of good judgement. Not showing emotion does not equate with not caring.

#### Card 4

**I have been told that I go too far in joking about, or teasing, others.**

Thoughtless actions can have negative consequences. We should all apply checks and balances to what we say and do. It is important to develop a self-awareness of our own behavior, and of how others might perceive that behavior. A set of personal values can provide an important framework for knowing what is appropriate and what is not.



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### **RESPONSE cards** - continued

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#### **Card 5**

**I find it hard to accept other people's fundamental beliefs (religious, political etc), especially when they are very different from my own.**

One of the joys of being human is being able to think for ourselves and develop widely different opinions. We do not always have to agree with other people's beliefs, values and perspectives but we in the majority of situations we should respect them. It is not always a question of right or wrong – just differences in viewpoints. Be curious, embrace difference.

#### **Card 6**

**When I get irritated or angry with someone, I find it difficult to move on without bearing a grudge.**

Our emotions can sometimes take center stage. It is hard to rein them in - they continue to dominate. When this happens, the first point is to realize and face up to the fact. We can then rationalize our behavior, realize that it is pointless, and move on. The problem lies within us, not with anyone else.

#### **Card 7**

**When angry or frustrated I seem unable to think clearly.**

This is another aspect of managing our emotions so that they do not over- influence us or prevent us from functioning properly. If we can take personal responsibility for the 'situation in our head', then it is much easier to do something about it.

#### **Card 8**

**I believe that major events in life (how you get on in your job, who you choose as a partner etc) are due to 'Fate' rather than anything I say or do.** This view goes against everything the emotionally mature person believes.

It describes someone who is 'not in control' and lacks drive and ambition. This statement is about intrinsic motivation - the desire to seek challenges, goals, excellence. Such people have no concept of their destiny being beyond their own control – they make their own destiny.



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### **RESPONSE cards** - continued

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#### **Card 9**

**For me, change is stressful rather than something exciting.**

Good social skills include initiating and managing change - being a change catalyst. You can only do this successfully if you see change as a dynamic and exciting opportunity for a better way forward. You need optimism, a positive outlook and a sense of continuous growth as a person.

#### **Card 10**

**When faced with crises it is easy for me to lose heart and become de-motivated and depressed.**

This is about personal resilience and not being easily blown off course by unforeseen events. It is about confidence and belief in oneself. There is a desire to get through the hard times, to draw on inner reserves and show persistence.

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