

LEADERSHIP USA[®]

EMOTIONAL INTELLIGENCE FOR LEADERS

**Building Stronger Relationships with
Team Members**

Presented by Marcia Reynolds, PsyD, CSP

February 13, 2020



2020 Calendar of Learning Events

LEADERSHIP USA®



Location:

Curtis Ballroom at the Landmark
5345 Landmark Place, Greenwood Village, CO 80111

Schedule:

Full day: 8:30 registration, 9:00-2:30 meeting (with breakfast and lunch)
Half day: 8:00 registration, 9:00 to 12:00 meeting (with breakfast)

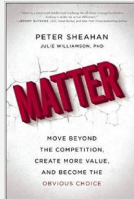
Cost:

\$299 for members; \$499 for non-members. Includes meals and materials.

Registration:

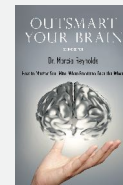
LeadershipUSA.com or call 303-471-7401

½ day – Friday, January 24, 2020



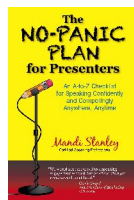
Peter Sheahan, CPAE presents **Leading Growth and Transformation: How Leaders Accelerate Their Organizations' Progress to the Future**

Thursday, February 13, 2020



Marcia Reynolds, PsyD, CSP presents **Emotional Intelligence for Leaders: Build Stronger Relationships with Team Members**

Wednesday, March 11, 2020

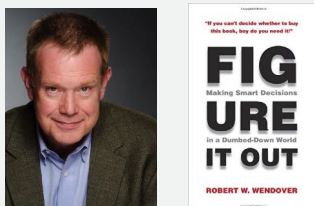


Mandi Stanley, CSP presents **Write It So They Read It: Executive-Level Business Writing in Just One Day**

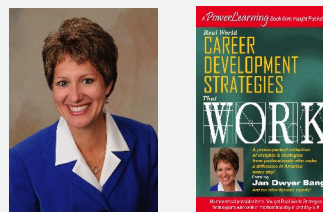
½ day – Tuesday, April 7, 2020



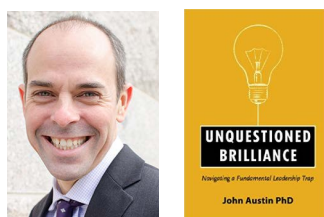
Joel G. Block, CPA, CSP presents **The Inside Track on Money and Capital: Leveraging all of Your Resources into Powerful and Profitable Outcomes**

Thursday, May 7, 2020

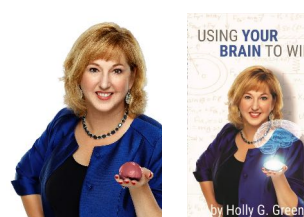
Bob Wendover, CSP presents
**DecisioNinjas: Building Tomorrow's
 Generation of Workplace Problem
 Solvers**

Tuesday, June 9, 2020

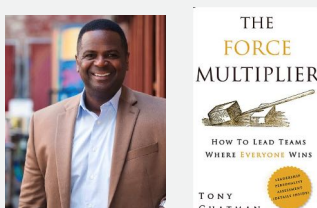
Jan Dwyer Bang, MBA, CSP presents
**Stepping Up to Supervision: How to
 Increase Your Influence with Others**

½ day – Wednesday, July 8, 2020

John Austin, Ph.D. presents **Strategic
 Thinking: Shifting Mindsets and Building
 the Strategic Capacity of Your Team**

Thursday, August 13, 2020

Holly Green presents **Using Your Brain to
 Win in Today's Hyper Paced World:
 Living & Thriving at the Pace of Change**

Tuesday, September 15, 2020

Tony Chatman, CSP presents **The Force
 Multiplier: How Contributors Can
 Transform into Leaders of Winning Teams**

Tuesday, October 13, 2020

Dr. Shirley Davis, CSP, SHRM-SCP, SPHR,
 ACC presents **Leading Workforce 2030:
 Trends That are Redefining the Workplace,
 the Workers, and the Work**

Thursday, November 12, 2020

Clint Swindall, CSP presents **Engaged
 Leadership: Building a Culture to
 Overcome Employee Disengagement**

Wednesday, December 9, 2020

Michelle Tillis Lederman, CSP presents
**Connected Leadership: Create a Trusted
 and Influential Leadership Brand**

LEADERSHIP USA EVENT INFO

Information About This LEADERSHIP USA® Learning Event



AGENDA

Registration starts at 8:30 AM. The workshop starts at 9:00 AM and concludes promptly at 2:30 PM. A fifteen-minute coffee break is scheduled for 10:30 AM. A lunch buffet is served from 12:15 to 1:00PM. Restrooms are by the elevator door, as well as the 1st & 2nd floors.



MICROPHONES

This event is being livestreamed around the U.S., so please use the wireless microphones when speaking. Even if the live audience can hear you in the room, the remote audience can't unless you speak into the microphone. Thank you in advance!



PHONE CALLS

As a courtesy to others, please mute your phones during the program. If you must take a call, please take the elevator down to the first floor lobby. (We can hear your conversation if you stand by the restrooms.)



OUTSIDE WORK

Texting, working on your laptop, and responding to email can be a distraction to your fellow learners. Please be present during the event and work outside the meeting room.



REGISTRATION

The schedule of upcoming LEADERSHIP USA learning events is included in the front of this workbook. Register with a credit card online at LeadershipUSA.com/events using promo code LUSA200 or email Nadine@LeadershipUSA.com to receive an invoice.



FEEDBACK

To best meet your needs, we need your input! At the conclusion of the session, please complete the paper or online evaluation using the QR code or URL on the inside back cover.



CERTIFICATION

To receive 4.5 SHRM, 4.5 HRCI, and/or 5.4 CPE credits for this event, please email your request to Nadine@LeadershipUSA.com.

Thank you and have a great day!

Additional Tools to Help You Reinforce and Implement Your Learning



1

IDENTIFY

If you haven't already, fill out Step 1 (Preparation) of your LEADERSHIP USA 3P Development Plan in the back of your workbook. Set one to three goals where you hope to gain more skills or knowledge from today's event.

2

DETERMINE

At the conclusion of today's event, complete Step 2 (Process) in your LEADERSHIP USA 3P Development Plan.

3

COMPLETE

Finish Step 3 (Post) in your LEADERSHIP USA 3P Development Plan.



MEET

Gather with your co-workers who also attended today's event. Use the Discussion Guide at the back of this workbook to share how you will implement your learning within your company.



WATCH

View the video clip you'll receive via email once a week for the next three weeks to reinforce a key piece of content. How can you continue to practice and apply your new knowledge and skills at work?



STUDY

Visit the LEADERSHIP USA Learning Library to review additional educational resources from today's and other LEADERSHIP USA instructors. Go to LeadershipUSA.com/learning-library (password DEVELOPMENT).



DEBRIEF

Meet with your manager and/or your team to share your lessons learned, how you've applied your new skills, and what you've achieved as a result.

NOTES



NOTES



Emotional Intelligence for Leaders

How to Build Stronger Relationships with Team Members

With Marcia Reynolds, PsyD, MCC



Outsmart Your Brain: How to Master Emotions in the Workplace

Objectives

- Learn the importance of and how the emotional brain works to understand what drives emotions, thoughts, and behavior especially under pressure.
- Identify common scenarios that trigger positive and negative emotions in the workplace.
- Become emotionally self-aware so you can “catch your emotions” before you react.
- Practice a four-step process for being present to ensure mastery of emotional choice and engagement.
- Recognize possible trigger sources that cause emotional reactions in others so you can detach, defuse, or coach others through an escalating emotional situation.
- Explore ways of using these techniques so the workplace environment has less tension and more productive interactions even when emotions dominate.

What is emotional intelligence?

What happens when you enter a room?
What happens when you leave a room?

We interpret situations and make decisions based on our emotions...
And then rationalize our reactions with logic.

ARE YOU WILLING TO DEVELOP YOUR POWERS OF SELF-OBSERVATION so you can observe this process and choose what to do next?

Edward O. Wilson said, “You can either be the victim of your biological reactions or the master of your destiny with your biological knowledge.”

Emotional Intelligence is your ability to:

Notice

Think about

Make sense of

Act on emotional information (choose what to do and feel next)

Part I: Emotional Self-Awareness

Emotional Intelligence: *How Quickly Can You Choose?*

1. Step One: *Be Alert to Your Reactions in Your Body*

Know What You Are Feeling

2. Step Two: *Discover Why*

Name the Trigger

3. Step Three: *See Your Options*

Choose

Emotions occur in the body...



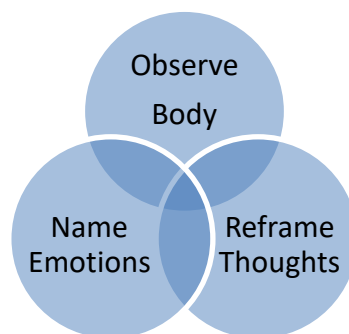
The energy then vibrates out.

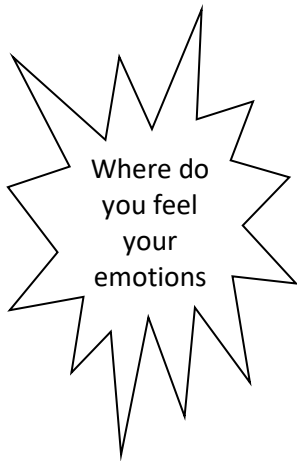
You can't stop your reactive brain. It's what you *choose to do after* your brain reacts that allows you to maintain a safe and inspiring connection with your clients.

Emotions aren't bad. They are information to help you better understand your unspoken needs and then make better decisions for yourself. **Instead of acting without thinking, you act by choice.**

Emotional Intelligence is the capacity to stand apart from yourself and examine your thinking, intentions, behavior, and impact. You NOTICE – DISCOVER THE TRIGGER – CHOOSE WHAT TO DO NEXT.

You choose what you want to feel and who you want to be!





Where do these emotions show up in your body?

FEAR

ANGER

IRRITATION

DISAPPOINTMENT

EMBARRASSMENT

CONFIDENT

JUDGEMENT

What is the worst that can happen, really?
How likely is this to happen?

What do you know to be true?
What else is possible?

What do you think you need? Is it possible to get your need met right now?

What is in your control to do?



3 Times a Day – Notice what you are feeling and why.

Do this for 2-3 weeks to wire your brain for self-awareness.

Emotional Self-Awareness

1. Step One: *Be Alert to Your Reactions*

Know What You Are Feeling

2. **Step Two:** *Discover Why*

Name the Trigger

If you can discover what fear or loss is triggering the emotion, you can open the door to new possibilities and an emotional shift.

KEY EMOTIONAL TRIGGERS

Acceptance	Respect	Credibility
Achievement	Feel Valued	Be Understood
Recognition	Attention	Feel Needed
Be Right	Accuracy	Control
Comfort	Feel Safe	Peace and Quiet
Freedom	New Challenges	Independence
Order	Predictability	Balance
Cleanliness	Love	Be Liked

Circle your top three triggers.

In groups of 3 (or 4), share your triggers and what happens when they are sparked.

Exercise: Getting to the Source

1. Recall a situation where you reacted in a way that wasn't helpful.
2. Each person at the table suggests what is triggering the person's reaction (DO NOT SOLVE IT!).
3. The person with the challenge determines the most likely trigger and then chooses a new response for future situations.
4. Rotate so everyone has a chance to share their situation.

NOTES: _____

Part II: Choice

FEELINGS INVENTORY

Related to:

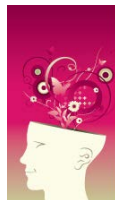
<i>Anger</i>	Fury	Outrage	Hatred	Resentful	Exasperate	Annoyed
	Irritated	Vengeful	Cheated	Belligerent	Rebellious	Resistant
	Envious	Superior	Defiant	Contempt	Repulsed	Appalled
	Offended	Distrustful	Cynical	Apprehensive	Concerned	Wary
<i>Fear</i>	Nervous	Dreading	Worried	Afraid	Anxious	Edgy
	Overwhelmed	Restless	Frightened	Threatened	Obsessed	Stressed
<i>Disheartened</i>	Confused	Baffled	Disconnected	Lost	Disoriented	Trapped
	Lonely	Isolated	Sad	Grieving	Dejected	Gloomy
	Desperate	Depressed	Devastated	Helpless	Vulnerable	Weak
	Moody	Serious	Somber	Disappointed	Defective	Hurt
	Shy	Unloved	Abandoned	Frail	Queasy	Weary
	Tired	Burned-Out	Apathetic	Complacent	Bored	Foggy
	Exhausted	Frustrated	Grumpy	Impatient	Testy	Tense
	Humiliated	Mortified	Embarrassed	Ashamed	Uncomfortable	Guilty
<i>Shame</i>	Regretful	Remorseful	Reflective	Sorrowful	Detached	Aloof
	Shocked	Startled	Stunned	Impressed	Astonished	Amazed
<i>Surprise</i>	Enthusiastic	Excited	Aroused	Delirious	Passionate	Crazed
<i>Impassioned</i>	Euphoric	Thrilled	Competitive	Confident	Determined	Willful
	Bold	Eager	Optimistic	Gratified	Proud	Encouraged
	Joyful	Blissful	Amused	Delighted	Triumphant	Lucky
<i>Happy</i>	Pleased	Grateful	Dreamy	Enchanted	Appreciative	Silly
	Hopeful	Intrigued	Interested	Engrossed	Exuberant	Alive
	Contented	Relieved	Peaceful	Relaxed	Satisfied	Reserved
<i>Calm</i>	Comfortable	Receptive	Forgiving	Accepting	Loved	Serene
	Adoration	Admiration	Reverent	Loving	Affectionate	Secure
<i>Regard</i>	Respectful	Generous	Sympathetic	Compassion	Tenderness	Friendly

THE EMOTIONAL INTELLIGENCE GAME

**What does
it take to
shift your
emotions?**

Choosing your emotional impact.

1. RELAX your body.
2. DETACH from your thoughts.
3. CENTER your awareness.
4. CHOOSE who you want to be and how you want to feel.



Watch the movie screen that is your mind -- it's often an interesting comedy.

Practical Tips

1. Track your emotion states for 2 to 3 weeks.
2. Start asking yourself what is triggering each state.
3. Identify the 3 most common triggers of emotions that drain you.
4. For one week, notice when these 3 triggers are driving your emotions, thoughts and behavior.
Then ask yourself what you can do to get your needs met or to let them go.

Part III: Being With and Understanding Others

How do you react when someone is uncomfortable or angry?


Model the FEELINGS you want,
and then seek to discover what they think they are not getting.

Step One: *Be Alert to Their Reactions*

Step Two: *Discover What They Want (goal) and Think They Aren't Getting*

Step Three: *Ask About the Options in their Control to Help Them **Choose What to Do Next.***

Safety Bubble



Choose Your Emotions
Conversation Intention
(Who's goal is it?)
Respect

People will forget what you said. People will forget what you did.
But people will never forget how you made them feel. – Maya Angelou



The leader sets the emotional tone,
and the emotional tone impacts others' capacity to learn and grow.

LISTENING WITH NON-REACTIVE EMPATHY

- R** Receive with no judgment
- A** Appreciate their experience
- R** Reflect what you heard and saw
- E** Explore what is important to them and what they need to move forward

When you enter the conversation, what must you believe about the person you are with?

Do you respect the person you are talking to? Can you at least believe in their potential?

Without believing that they have good intentions, that they are doing their best with what they know, it will be hard for them to develop trust. They might not see the negative impact of their behavior on their goals or future, something you can help them understand. Can you stay curious during the conversation to help them discover what they want and need to move forward?

GIVE UP KNOWING

BE CURIOUS

BELIEVE IN THEIR POTENTIAL

Be patient and comfortable with discomfort

If you slip and declare what is wrong with their thinking, their brains will shut down.
No one likes being made to feel wrong or stupid.
Don't get entangled in their reactions.

Part IV: What is your commitment going forward?

Write two things you will do now to implement what you learned today.

Remember: Behavioral skills are the most difficult to learn.
Set goals. Practice. Ask for feedback. Monitor your growth over time.
Reward yourself every time you try to do better.

Continue Your Learning After Today's Learning Event!



LEADERSHIP USA Learning Library

Access additional self-study resources (eBooks, Videos, MP3s, articles, etc.) from our distinguished faculty members at LeadershipUSA.com/learning-library (use password **DEVELOPMENT**). Just click on the wheel to jump right to your desired skill!

Upcoming Bi-monthly Webinar

As part of your membership benefits, LEADERSHIP USA® hosts a bi-monthly one-hour webinar with a top-notch leadership expert, which is free and open to ALL employees. The webinars are recorded, and a handout is provided for teams to implement the principles together.

Next webinar:

Friday, March 27, 2020

11:00 AM to 12:00 PM Mountain

Women in Leadership: How to Amplify Potential, Power, and Persuasion

Jennifer Ledet, CSP, SPHR, SHRM-SCP

Good listening skills, empathy, and a collaborative approach are qualities that women possess but often downplay. Explore how you can lean into and leverage these “feminine”/success traits, as a means for creating a more engaged, productive, and profitable organization.

Registration: LeadershipUSA.com/webinars
Use password **DEVELOPMENT**.



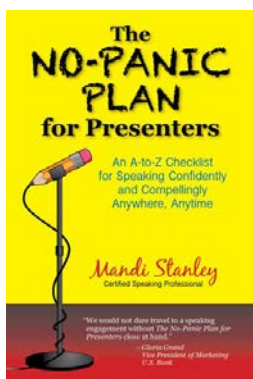


LEADERSHIP USA®

FEATURED FACULTY

MONTHLY MEMBERSHIP SEMINAR

Write It So They Read It: Leadership-Level Business Writing in Just One Day



You're drafting proposals and sending emails—and no one's reading them. You're emailing important updates and attaching notes from prospect meetings, but when everyone shows up, it's quickly evident no one has read the email or opened the attachment. They received it, but they didn't read it. That's a problem—and a huge time waster. Any emailed correspondence bearing your organization's name must be absolutely error free. Even a careless typo can damage your reputation and make an entire work group look bad. Solutions lie in this fast-moving interactive course designed to eliminate wasted words, highlight credibility-robbing habits with email, and equip you to produce error-free correspondence without spending tedious hours on your written messages at work.

Mandi Stanley, CSP

Mandi Stanley works primarily with business and governmental leaders who want to boost their professional image by becoming better speakers and writers. A summa cum laude graduate with concentrations in English and communication, she parlayed her early experience as a newspaper editor to serve as a five-year faculty member of the AMA, where she wrote and designed two professional writing seminars. She travels throughout North America working with executives to get their messages across with the results they want. In 2003, Mandi was designated a Certified Speaking Professional, becoming the first Mississippian to receive this honor. Audiences appreciate her platform enthusiasm, interactive style, and content-rich messages.



Wednesday, March 11, 2020

Registration: 8:30 AM | Session: 9:00 AM - 2:30 PM

The Curtis Ballroom at the Landmark

5345 Landmark Place, Greenwood Village, CO 80111

Competencies:

Executive presence, Influence/
Persuasion, Interpersonal
Communication

Most Appropriate: Level 3

Next Appropriate: Level 2

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This 3P Process Helps You Get the Most from Your LEADERSHIP USA Experience

Congratulations on registering for a LEADERSHIP USA learning event—the beginning of your journey into the competencies covered in this workshop. We have developed this planner to help you achieve your performance improvement goals. We'll recommend specific action steps you can take before, during, and after your LEADERSHIP USA learning event to help you apply your new skills and knowledge to your work and life.

1. PREPARATION - BEFORE THE LEARNING EVENT

- a) **REVIEW.** Read the outline online at LeadershipUSA.com for the learning objectives for your session.
- b) **SET.** Identify one to three goal areas where you hope to gain more skills or knowledge:
 - ★
 - ★
 - ★
- c) **DISCUSS.** Review the information above with your manager.
 - ✓ How does this topic relate to my current work challenges?
 - ✓ How will this learning event help me prepare for the future?
 - ✓ Identify one or more upcoming opportunities for you to apply the skills you will learn.
- d) **READ.** If possible, purchase and read the instructor's featured book. Journal about your insights in preparation for a great day of learning!

2. PROCESS - DURING THE LEARNING EVENT

- a) **REVIEW.** Before the day begins, go back to your goals. What challenges are you having that motivated you to attend this learning event?
- b) **IDENTIFY.** What are your Ah-Ha's (what changed for you after attending the workshop)? What are your "keepers" and key takeaways?
 - ★
 - ★
 - ★
- c) **DETERMINE.** Review the material, exercises, and discussions from the day:
 - ✓ What changes are you going to make?
 - ✓ What is your action plan? Specifically identify the ideas you will implement.
 - ✓ What challenges might you face?
 - ✓ With whom do you need to connect to discuss these plans?

3. POST - AFTER THE LEARNING EVENT

a) MEET. Review the seminar handout and your notes from the day. Gather with other attendees from your company back at the office to complete the Discussion Guide provided by the instructor (go to leadershipUSA.com/learning-library and use password LEARNING).

- ✓ How will you implement the lessons learned?
- ✓ How will our learning benefit the organization?
- ✓ What barriers can we help each other overcome?

b) DISCUSS. Debrief the day and your key takeaways with your manager and team:

- ✓ What knowledge did you gain that will help you overcome the current work challenges you discussed?
- ✓ How will your new skills help you better prepare for future opportunities and situations?
- ✓ Where will you specifically apply the skills you've learned, and how do you anticipate your performance will improve as a result?
- ✓ Determine your next steps to practice and apply your new knowledge and skills at work.
- ✓ Select an accountability partner if applicable to provide support and feedback as you implement your action plan.

c) STUDY. Visit the LEADERSHIP USA Learning Library (leadershipUSA.com/learning-library password LEARNING) for additional educational resources, videos, articles, and eBooks on the competencies covered in the learning event. Feel free to email the instructor directly with additional questions!

d) REFLECT. Several weeks later (or after your action plan is complete), think about:

- ✓ How did this learning event change you?
- ✓ What do you feel more prepared and confident to do?
- ✓ How have you applied what you learned?
- ✓ What have you achieved as a result?

e) ATTEND. Participate in future quarterly webinars leadershipUSA.com/webinars and monthly learning events to stay engaged in the learning process!



YOUR FEEDBACK MATTERS!

At the conclusion of this learning event, please complete the online course evaluation.



**SCAN
ME!**



If you don't have a QR code reader, download one from your phone's app store. Or open a browser and go to:

surveymonkey.com/r/CO200213

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Partnership!



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