Self Management and Leadership

Dr. Robert Hurley

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World class leaders and managers of others manage themselves first.

Gardner’s 14 attributes of leaders

1. Physical vitality and stamina
2. Intelligence and judgement in action
3. Willingness to accept responsibility
4. Task competence
5. Understanding of followers needs
6. Skill in dealing with people
7. Need to achieve
8. Capacity to motivate
9. Courage, resolution, steadiness
10. Capacity to win and hold trust
11. Capacity to manage, decide, set priorities
12. Confidence
13. Ascendance, dominance, assertiveness
14. Adaptability, flexibility of approach
World class leaders and managers of others manage themselves first.

Bennis 4 keys to leadership
(1) management of attention
(2) management of meaning
(3) management of trust
(4) management of self

Sims - The key to super leadership is becoming a self leader

Kouses and Posner “Leadership does have everything to do with what we think of ourselves.”
## The 5 Components of Emotional Intelligence at Work

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td>the ability to recognize and understand your moods, emotions, and drives as well as their effects on others</td>
<td>self-confidence, realistic self-assessment, self-deprecating sense of humor</td>
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<tr>
<td>Self-regulation</td>
<td>the ability to control or redirect disruptive moods; the propensity to suspend judgment - to think before acting</td>
<td>trustworthiness and integrity, comfort with ambiguity, openness to change</td>
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<tr>
<td>Motivation</td>
<td>a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence</td>
<td>strong drive to achieve, optimism, even in the face of failure, organizational commitment</td>
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<tr>
<td>Empathy</td>
<td>the ability to understand the emotional makeup of other people, skill in treating people according to their emotions</td>
<td>expertise in building and retaining talent, cross-cultural sensitivity, service to clients and customers</td>
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<tr>
<td>Social Skills</td>
<td>proficiency in managing relationships and building networks; an ability to find common ground and build rapport</td>
<td>effectiveness in leading change, persuasiveness, expertise in building talent and leading teams</td>
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The Conceptual Model

- **Self**
  - Self-Awareness
  - Self-Management (Self Regulation and Motivation)

- **Others**
  - Social Awareness (Empathy)
  - Social Skills

**Impact on others**
Self Awareness

- Self aware people take notice of and anticipate their thoughts and feelings real time and use them productively.

- “I know I am irritated at having to go to the program (the work is pilling up, they think I need this), but if I can use this event to figure out how I can motivate Joe I will be ahead of the game.”
Self-Awareness

- Am I aware of what I am thinking, feeling and the state of my body? - Awareness
  - “I know I am irritated”

- Do I understand why? What is it about the situation that generates these thoughts and feelings? - Why
  - “the work is piling up, they think I need this”

- Can I use my awareness and understanding to actively shape my thinking and feeling? - Implications
  - if I can use this program to figure out how I can motivate Joe I will be ahead of the game
Self Management and Cognitive Psychology

• More effective executives use their awareness of self, awareness of others and awareness of situation to manage themselves

• An awareness of automatic thoughts and balancing our thinking can help shape our behavior (Constructive Thinking Seymour Epstein).
Cognitive Psychology and Self Management

• People operate using two minds
  - Rational or conscious mind
    - Complex reasoning, logic
  - Automatic, experiential or preconscious mind
    - Association with emotions and past experiences; intuitive; same as animal adaptation and learning
Cognitive Psychology and Self Management

- Poor constructive thinking: Dwelling on negative events, thinking in extremely categorical ways, overgeneralizing, worrying needlessly, thinking that increases unhappiness and does not help accomplish anything

- Good constructive thinking: viewing something as a challenge rather than as a threat, considering failure as learning and not the end of the world, seeing the positive side to things and being realistic about it.
Cognitive Psychology and Self Management

- EQ has to do with the constructiveness of the automatic thinking that underlies emotion

- In most instances, thought via the cerebral cortex mediates the emotional link between the thalamus and the amygdala which controls emotion
The Human Brain

**Neocortex**
The part of the brain most recent in evolution is associated with complex thought.

**Prefrontal Lobes**
The brain's executive center: integrates information from all parts of the brain and makes decisions to act.

**Thalamus**
Processes sensory messages (e.g., eyes and ears) then routes them mainly to the neocortex.

**Amygdala**
Triggers emotional responses. Typically gets signals from the neocortex, but a quicker and fuzzier signal comes directly from the thalamus. Can hijack the brain when it perceives an emergency.

**Brain Stem**
The most primitive part of the brain. Is associated predominantly with automatic reflexes, as well as memory and learning.
Cognitive Psychology and Self Management

- External, internal and self control mechanisms shape our behavior.
Our Mental Maps Affect our Feelings and our Behaviors

• “People are disturbed not by things but by the view which they take of them.” Epictetus
  – Lincoln - failed twice as a business person and lost 6 state and national elections before becoming President
  – Babe Ruth - Struck out 1,330 times but in between hit 714 home runs
  – Victor Frankl - Psychiatrist in a Nazi camp; most of his family killed
Successful People Choose Goal Directed Behaviors

• “Let us train our minds to desire what the situation demands.” Seneca

• “Begin with the end in mind.” “Avoid the activity trap.” Covey

• Discipline - from disciple … Adherence to a set of guiding principles

• Discomfort is sublimated to the vision
Focus on the Not Urgent and Important Tasks

<table>
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<tr>
<th>Importance</th>
<th>Urgency</th>
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<tbody>
<tr>
<td>Urgent Important</td>
<td>Not Urgent Important</td>
</tr>
<tr>
<td>Not Urgent Not Important</td>
<td>Not Urgent Important</td>
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</table>
Use a Vision to Manage Self

Establish a vision

Set Goals and Milestones

Choose behaviors that align
Techniques for Changing Behavior

- **Observation** - observing and gathering information about specific behavior that you targeted for change
- **Countering** - substituting alternative behaviors
- **Environment control** - avoiding stimuli that elicit problem behaviors. Creating positive stimuli
- **Rehearsal** - physical or mental practice of work activities before you actually perform them
Techniques for Changing Behavior

- Set goals and measure progress - seek feedback
- Reward - self reward for achieving goals
- Criticize - recognize off target behavior as moving you away from a valued goal; strengthen commitment
- Helping Relationships - supportive alliance
Environmental Control

Create Conditions that Reinforce the Right Behavior

- **Increase PIC’s**
  - Positive
  - Immediate
  - Certain

- **Decrease NIC’s**
  - Negative
  - Immediate
  - Certain
Be persistent and determined in managing your self

- “Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb; Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.” Calvin Coolidge
Leadership Today Requires Psychological Hardiness

• Leadership in a whitewater environment
  - Change
  - Uncertainty
  - Stress
  - Lack of trust
  - Complexity
  - Competition
  - Long hours
Leadership Today Requires Psychological Hardiness

• Chemical basis of emotional resilience
  – Capacity to spike coping hormones when needed and to quickly decrease levels after stress
  – Low levels of catecholamines (E - epinephrine and NE - norepinephrine) during rest
  – High levels of E and NE during stress; low levels of cortisol (associated with negative stress and anxiety)
  – Our capacity for resilience or hardiness can be increased
Leadership Today Requires Psychological Hardiness

- Toughening occurs when there is periodic exposure to progressively increasing cycles of stress alternating with periods of recovery.

- Emotional resilience has to do with coping better with stress and getting back to an Ideal Performance State after stress.

- Ideal Performance State is when there is calmness, relaxation, confidence, joy, fun, and fulfillment.
Building Resilience

From: Toughness Training for Life by James Loehr

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Leadership Today Requires Psychological Hardiness

- Creating waves of recovery
  - Exercise
  - Sleep
  - Active (yoga) and passive (massage) rest
  - Laughter and fun
  - Emotional risk taking
  - Rituals and cycles
  - Talking and writing about your feelings
  - Good nutrition
  - Deep breathing
  - Meditation
  - Recognizing your emotional and mental state
  - Social comparison and positive thinking
Leadership Today Requires Psychological Hardiness

- Focus on what you can influence and make a difference
- Maintain balance in your life
Stress in Organizations

Properties of the Person
- Adjustment and Achievement Orientation
- Self-esteem
- Locus of control

Stressors in Organizational Life
- Role ambiguity
- Role conflict
- Role overload

Perception
- The appraisal process

Properties of the Situation
- Supervisors social support
- Co-workers social support

Responses to Stress
- Cardiovascular
- Depression
- Anxiety
- Job satisfaction
- Turnover