

EMOTIONAL CAPITALISTS:

The New Leaders

Martyn Newman

No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader.

Jack Welch

Research shows convincingly that EQ is more important than IQ in almost every role and many times more important in leadership roles. This finding is accentuated as we move from the control philosophy of the industrial age to an empowering release philosophy of the knowledge worker age.

Stephen Covey

- Achieve extraordinary things with ordinary people
- Your primary role as a leader is to create emotional wealth for competitive advantage
- Everybody in an organisation must be living the dream for the organisation to be great
- Research has identified seven EQ competencies that represent the signature strengths of successful leaders
- Anyone who is genuinely motivated can develop his or her emotional intelligence and boost emotional capital
- Leaders high in empathy understand the task their people must perform and sense the feelings, needs and perspectives of others

SELF-RELIANCE

People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and if they can't find them, make them.

George Bernard Shaw

You must be the change you wish to see in the world.

Mahatma Gandhi

- Self-reliance involves having confidence in your own judgement as a leader
- Successful leaders have a strong sense of internal accountability that extends to their work and to all of their relationships
- What does it feel like to be you?
- What does it feel like to be you as a leader?
- Do you trust yourself enough?
- What is your story?
- Does your story empower you and enable you to take responsible action?
- Modelling is a powerful way to develop your self-efficacy
- Self-belief is the match that lights the fire of creative enthusiasm among your people

Building emotional capital

Strategies for developing self-reliance

Make a declaration of independence from being judged by the estimation of others and decide to take responsibility for accomplishing something unique – decide you look good on that horse!

- ☑ Get up off the slab, become self-reliant and accept personal responsibility for being the creative force in every area of your personal and professional life.
- ☑ Remind yourself that you are a leader and have been called to do the work of leadership – act the part.
- ☑ Become the 'chief storytelling officer' by regularly repeating the story of what the business is trying to achieve, and emphasise how each person fits into the big picture.
- ☑ Provide a description of why the group must change, where it is going and how it will get there.
- ☑ Suspend judgement of yourself and develop your personal power through self-efficacy beliefs.
- ☑ Build your self-efficacy by celebrating small wins, recognise small achievements and commemorating milestones – all the time.
- ☑ Model yourself on leaders you admire, identify your signature strengths by listening to trusted advisors, eradicate negative thoughts and build positive mood by practising right thinking.
- ☑ Become a four-minute manager by:
 - Providing your people with opportunities to develop mastery experiences and model emotionally intelligent behaviours
 - Mentoring high-potential employees by taking every opportunity to inject self-confidence into those who have earned it
 - Displaying your optimism and conveying an upbeat mood.

ASSERTIVENESS

*This above all: to thine own self be true,
And it must follow, as the night the day,
Thou canst not then be false to any man.*

William Shakespeare

To know oneself, one should assert oneself.

Albert Camus

- Assertive communication is not to be confused with being a corporate megaphone
- Anxiety is really about the feeling of losing control
- Be clear about what you want and take responsibility for your own feelings

Building emotional capital

Strategies for developing assertiveness

- ☑ Communicate in an honest, straightforward manner, and be consistent.
- ☑ Communicate a strong vision of the future, a strong set of values by which to operate, a clear purpose and a sense of being available when asked.
- ☑ Know what you want and why it's important to you and to others before you speak.
- ☑ Acknowledge the emotional contract in each relationship by pausing to recognise and understand the feelings of others.
- ☑ Stay in control of your feelings and approach people in a rational and calm manner.
- ☑ Become aware of your anxiety and tendency to dominate or default and take responsibility for your own feelings and what you want.
- ☑ Establish direct eye contact and use a neutral tone of voice.
- ☑ Document your position by recalling the facts.
- ☑ Take time to genuinely acknowledge that you understand the other person's position and include, wherever possible, a 'benefit statement' for the customer.

OPTIMISM

Human beings can alter their lives by altering their attitude of mind.
William James

The great secret to going through life is as a person who never gets used to failing.
Albert Schwietzer

- Emotional capitalists are invariable those who have developed the ability to respond constructively to crises and challenges
- What can I learn from this situation that will make me better the next time I face it?
- If you change the definition of a problem to a situation, a challenge or an opportunity, your response to the problem will be positive
- Seek the valuable lesson in every problem or difficulty

Building emotional capital

Strategies for developing optimism

- ☑ Look for the benefit in every situation, especially when you experience setbacks.
- ☑ Seek the valuable lesson in every problem or difficulty – remember there are no mistakes, only lessons.
- ☑ Focus on the task to be accomplished rather than your negative emotions, such as disappointment or fear, and see the possibilities within the task.
- ☑ View success and happiness as your normal state and see negative events as temporary glitches on the path to your inevitable progress.
- ☑ Don't take setbacks personally; take responsibility but recognise the influence of external factors on the situation.
- ☑ Choose to put a positive spin on it, whatever it is.
- ☑ View every experience as a positive opportunity for growth and self-mastery.
- ☑ Decatastrophise and ask yourself: 'What's the worst thing that could happen, and can I live with it?' Then focus on doing everything you can to minimise the fallout.
- ☑ Depersonalise and redefine situations in terms of their external causes.
- ☑ Dispute negative pervasive thought by identifying your irrational thinking and replace it with more reasonable or rational thinking.

SELF-ACTUALISATION

Education is not filling a bucket but lighting a fire.

WB Yeats

People are wise in proportion not to their experience, but in their capacity to experience.

George Bernard Shaw

- Physical and emotional capital are inextricably connected
- Who you really are is forged by your actions
- People are at their very best when they have the opportunity to maximise their skills and interests
- Stress that puts you under pressure has the potential to build your emotional capacity
- Real performance is achieved when we're pulled forward by the things we really want to do

Building emotional capital

Strategies for developing self-actualisation

- ☑ Do 'what you can' – make a decision to take up the pen and author your own experience from here on.
- ☑ Pay attention to the elements of the flow experience that fuel your passion.
- ☑ Establish clear goals of what you're trying to achieve: regularly focus your attention on becoming the leader you want to be.
- ☑ Cultivate a genuine self-awareness that is open to receiving feedback.
- ☑ Become aware of your discontent – identify what you are unhappy with, what you want to do better, and what you would like to change.
- ☑ Cultivate and enlarge your vision to fuel your passion.
- ☑ Mix it with the brightest and best, and read the stories of successful leaders to fuel your inspiration.
- ☑ As 'as if' you are already the leader you imagine yourself being.
- ☑ Focus your attention on your positive strengths, value who you are, what you do and what you have.
- ☑ Appeal to people's signature strengths and provide people with opportunities to shine by giving tasks that:
 - Present creative challenges
 - Have clear goals
 - Provide a sense of control and positive self-expectancy
- ☑ Give positive feedback regularly.
- ☑ Ensure that all the eight important areas of your life get the regular attention they deserve.

SELF-CONFIDENCE

Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstance.

Bruce Barton

Self-esteem is the reputation we acquire with ourselves.

Nathaniel Branden

- Great leaders are very clear about their values, visions and ideals
- Some of our internal self-talk is positive, but very often it is negative
- Being able to bring out the best in people is largely based on the expectations you have of them

Building emotional capital

Strategies for developing self-confidence

- ☑ Make a conscious decision that you are okay, and totally accept yourself just as you are.
- ☑ Celebrate your achievements and remind yourself that although you're not everything you are going to be, thankfully, you're not what you were.
- ☑ Practise self-responsibility for your choices and actions, increase self-reliance and take control to achieve what you want.
- ☑ Practise self-assertion and communicate in an honest, straightforward way.
- ☑ Find ways each day to communicate to your people that you like them and feel that they are competent.
- ☑ Become a Pygmalion-like leader and let your people know that you expect them to succeed.
- ☑ Provide your team with support, give constant positive feedback about the results of their efforts, and be open to their views.
- ☑ Provide your people with challenging assignments that draw out their talent.
- ☑ Recognise and acknowledge those around you for their individual talents.
- ☑ Provide constructive feedback on how to improve performance.

RELATIONSHIP SKILLS

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

Jack Welch

Tell me and I'll forget: show me and I may remember; involve me and I'll understand.

Chinese proverb

- People work best when they own the relationship by having the freedom to contribute to it
- Most people's negative behaviour is a protective device
- Focus on allowing others to take the lead in setting their own goals
- People need the opportunity to experience wins of some kind

Building emotional capital

Strategies for developing relationship skills

- ☑ Strengthen your belief that people are basically your equals and interact with them on equal terms.
- ☑ Treat your people as partners and create rewarding wins for them.
- ☑ Identify individuals in your relationship network and develop a sense of ownership for cultivating and maintaining a quality connection.
- ☑ Empower your people by creating the opportunity for individuals and groups to contribute to defining and shaping a response to a task.
- ☑ Focus on building up constructive dialogues with people about direction and decisions.
- ☑ Promote positive emotions by addressing people's fundamental need for affiliation, involvement, recognition and accomplishment.
- ☑ Demonstrate care and respect for each of your people.
- ☑ Ensure they receive recognition or praise each week.
- ☑ Regularly encourage their personal and professional development.

EMPATHY

What lies before us and what lies behind us are small matters compared to what lies within us. And when we bring what is within out into the world, miracles happen.

Henry Thomas Thoreau

Empathic connection is the spark that drives sales, energises productive, creative teams and makes leadership talent dance.

Martyn Newman

- Everyone has a share or interest in the success of your business and is looking for positive outcomes
- Open questions are more thought provoking than closed one
- Putting yourself in the other person's shoes amounts to commonsense
- Empathy requires being able to read another's emotions at a higher level

Building emotional capital

Strategies for developing empathy

- ☑ Practise active listening:
 - Pause and give people your full attention
 - Make soft, natural eye contact
 - Lean forward – add a warm smile and a nod of the head and provide minimal encouragers
- ☑ Ask clear, open questions that draw out the person's point of view and feelings.
- ☑ Paraphrase what you have heard using an inquiring tone that reflects the content and the emotion contained in the message.
- ☑ Suspend judgement and develop an attitude of curiosity.
- ☑ Take an active interest in your stakeholders as people and create more rewarding wins for them.
- ☑ Make your people feel like they are the most interesting people on the earth by demonstrating empathic reflection:
 - Demonstrate a genuine interest in understanding the context and content of the other person's experience.
 - Practise 'interchangeable empathy' – reflect the thoughts and particularly the feelings that a person appears to be expressing.
 - Practise 'additive empathy' – add to your reflection a tentative interpretation that reflects the unspoken feelings.
- ☑ Look for the greatness in others and support it by providing feedback to others at every opportunity.