

# LEARNING

December 4 – 6, 2024 • Orlando, FL

802

## The Secret Sauce of Emotionally Intelligent Leadership

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Welcome! Enjoy These Examples of Zero Self-Awareness  
We will get started at 9:47 a.m.





# The Secret Sauce in Emotionally Intelligent Leadership

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# What We'll Cover Today

- Why self-awareness serves as the foundation for all other EI skills
- Ways to integrate self-awareness into your personal leadership style
- How to use EI's "secret sauce" to be a more effective leader
- How to do periodic self-checks on your self-awareness level



# Quick Emotional Intelligence Review

- **Self-Awareness:** Ability to read your emotions, know your strengths and weaknesses, and recognize their impact on others
- **Self-Management:** Ability to control your emotions and impulses and adapt to changing circumstances
- **Social Awareness:** Ability to “read the room”
- **Relationship Management:** Effective management of your interactions with and reactions to others
- **Empathy:** Ability to sense other people’s emotions and put yourself into their place



Recipe

**Self-Awareness**

Self-Management

Social Awareness

Empathy

Relationship Management



## Quick Quiz

What percentage of managers believe they are self-aware?

What percentage of managers actually have good self-awareness?



## Remember Those Statistics?



# Self-Awareness & Self-Management

- **Self-Management:** Ability to control your emotions and impulses and adapt to changing circumstances

When you're self aware, you can separate thoughts from emotions and recognize that you're in charge of what you attach to your thoughts. This allows you to remain objective and thoroughly consider all possibilities.



# Self-Awareness & Social Awareness

- **Social Awareness: Ability to “read the room”**

You have the ability to tailor your approach to the audience and to help others step back and redirect when needed. People will look to you as a leader when you use your self-awareness to improve group communication and productivity.



# Self-Awareness & Relationship Management

- **Relationship Management:** Effective management
- of your interactions with and reactions to others

Retaining your objectivity prevents defensiveness. You can communicate your own thoughts effectively and redirect others as needed.



## Self-Awareness & Empathy

- **Empathy:** Ability to sense other people's emotions and put yourself into their place

Self-awareness ensures that you can separate your own viewpoint from the other person's and express awareness of their viewpoint in a way that reflects true understanding.

Those who are not self-aware give in to their own reactions rather than focusing on the other person and understanding that empathy is different than agreement.



# Importance in the Training & Development Field

- Creativity and teamwork are essential to this type of work
- Multiple voices lead to more diversity in the end product
- Communication skills and good relationships support buy-in from leaders
- Those same skills support buy-in from employees



**How Can Ego Get in the  
Way of Self-Awareness?**



# The Ego - Self-Awareness

Leaders with a big ego struggle with self-awareness because:

- They often surround themselves with others who agree,
- enhancing confirmation bias
- They don't provide a safe environment for disagreement
- They focus on their own needs and desires, impeding empathy for others
- They often become defensive when challenged, seeing feedback as a threat



# Signs You're Not Self Aware

[www.thefutureorganization.com](http://www.thefutureorganization.com)

# SIGNS

## YOU ARE NOT SELF AWARE

JACOB  MORGAN



# The Psychology of Self-Awareness

- Cognitive Biases: Our brains are wired for quick judgements
- Confirmation Bias: We seek information that confirms what we believe vs. information that contradicts it
- Self-Serving Bias: We believe our abilities are responsible for positive outcomes but attribute failures to outside forces
- We automatically react with defensiveness when criticized
- Strong emotions make us impulsive
- Our viewpoint is limited by our own life experience



## Other Barriers

- We don't have time for self-reflection
- We don't like the prospect of needing to change
- It feels good to preserve our positive self-image



**Active Listening**

**What does it mean to you?**



# Active Listening: Main Components

- Give your full attention
- Listen to understand, not to respond
- Ask open-ended questions
- Do not judge, give advice, or suggest solutions
- Reflect what the person said and ask for confirmation



## Which Component is Most Challenging For You?

- Give your full attention
- Listen to understand, not to respond
- Ask open-ended questions
- Do not judge, give advice, or suggest solutions
- Reflect what the person said and ask for confirmation
- None – I'm an active listening expert!



## A quick Active Listening activity

1. Pair up with someone nearby
2. For two minutes, one person talks about why they came to the conference while the other actively listens
3. For one minute, the listener summarizes what they heard
4. Switch places and repeat step two
5. Repeat step 3
6. Debrief: How did this experience feel?



Is anyone using  
generative AI as a  
thought partner /  
coach /mentor for  
self-improvement?

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I supervise an employee named Troy, and I supervise three other people as well. I feel that Troy talks too much in our meetings and that others don't feel comfortable speaking up to try to get their turn at speaking. At our last meeting, we were talking about ideas for a new project and, as usual, Troy was the first one to speak up. I asked him to wait until the others shared their ideas because he always speaks first and I wanted to hear some new perspectives. I thought that was a good way to help the others get a chance to speak and I thought that Troy would understand. The meeting time ran out before he was able to talk, though, and afterwards he told me that he didn't feel that his opinions were valued. I explained that he's not a team player because he shuts out others when they try to talk, but I could tell he was upset. Did I show good self-awareness in that situation, and can you please tell me why or why not?



It sounds like you're trying to balance giving everyone a chance to speak while also valuing Troy's contributions. This is a challenging situation, and it's great that you're seeking feedback on your approach.

**Self-awareness** involves understanding your own emotions, strengths, weaknesses, and how your actions affect others. Here are a few points to consider regarding your self-awareness in this situation:

### Positive Aspects:

1. **Recognition of the Issue:** You identified that Troy's frequent speaking might be inhibiting others from sharing their ideas. This shows awareness of group dynamics.
2. **Taking Action:** By asking Troy to wait, you attempted to create space for others to contribute, which is a proactive step towards inclusivity.

### Areas for Improvement:

1. **Communication Style:** While your intention was good, the way you communicated to Troy might have made him feel undervalued. Instead of saying he's not a team player, you could frame it more positively, emphasizing the importance of hearing from everyone.
2. **Balancing Feedback:** It's important to ensure that Troy feels his contributions are valued. You might consider acknowledging his enthusiasm and ideas while also explaining the need for balanced participation.
3. **Follow-Up:** After the meeting, a one-on-one conversation with Troy to explain your intentions and listen to his feelings could help. This shows empathy and a willingness to understand his perspective.

### Moving Forward:

- **Set Clear Expectations:** At the start of meetings, outline how you'd like the discussion to flow, perhaps by setting time limits for each speaker.
- **Encourage Participation:** Directly invite quieter team members to share their thoughts, which can help balance the conversation.
- **Provide Feedback:** Regularly check in with your team to see how they feel about the meeting dynamics and make adjustments as needed.

Thank you for the feedback. I'll try those suggestions.

I appreciate your insights. How can I better support Troy?

What other strategies could help improve team dynamics?



You

Can you tell me some ways in which this situation shows that my self-awareness skills can use some fine-tuning?



Copilot

Absolutely, here are a few ways this situation highlights areas where your self-awareness skills could be refined:

### 1. Understanding Impact on Others:

- **Troy's Reaction:** Troy felt that his opinions were not valued, which indicates that your approach might have unintentionally made him feel excluded. Recognizing how your actions affect others' feelings is a key aspect of self-awareness.

### 2. Balancing Assertiveness and Empathy:

- **Communication Style:** Telling Troy he's not a team player might have come across as harsh. Balancing assertiveness with empathy can help in delivering feedback more constructively. For example, acknowledging his enthusiasm before addressing the need for others to speak could soften the message.

### 3. Anticipating Reactions:

- **Meeting Dynamics:** Anticipating that Troy might feel sidelined if he didn't get a chance to speak could have helped you manage the situation better. Planning for such reactions and having a strategy to address them shows deeper self-awareness.

#### 4. Reflecting on Feedback:

- **Post-Meeting Reflection:** Reflecting on Troy's feedback and considering how you could have handled the situation differently is a sign of growing self-awareness. It's important to regularly reflect on interactions and seek ways to improve.

#### 5. Inclusive Leadership:

- **Encouraging Participation:** While you aimed to give others a chance to speak, ensuring that everyone, including Troy, feels valued is crucial. Finding ways to encourage quieter team members without making others feel excluded is a delicate balance.

#### Moving Forward:

- **Seek Feedback:** Regularly ask your team for feedback on meeting dynamics and your leadership style.
- **Practice Active Listening:** Show that you value everyone's input by actively listening and acknowledging their contributions.
- **Develop Emotional Intelligence:** Work on understanding and managing your emotions and those of your team members to foster a more inclusive environment.

It's great that you're open to improving your self-awareness. How do you feel about these points?



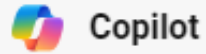
2 of 30 responses

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Thank you for the insights. I'll definitely work on these areas.

I appreciate your analysis. How can I better balance assertiveness and empathy?

What resources could help me enhance my self-awareness skills?



Balancing assertiveness and empathy is key to effective leadership. Here are some strategies to help you achieve this balance:

### 1. Use “I” Statements:

- **Assertiveness:** Clearly express your needs and expectations using “I” statements. For example, “I need everyone to have a chance to share their ideas.”
- **Empathy:** This approach avoids sounding accusatory and focuses on your perspective, making it easier for others to understand your intentions.

### 2. Active Listening:

- **Assertiveness:** Set boundaries for the conversation, such as time limits for each speaker.
- **Empathy:** Show genuine interest in what others are saying by nodding, maintaining eye contact, and summarizing their points to ensure they feel heard.

### 3. Provide Constructive Feedback:

- **Assertiveness:** Be direct and specific about what needs to change. For example, “Troy, I noticed you often speak first. Let’s give others a chance to share their ideas first.”
- **Empathy:** Pair your feedback with positive reinforcement. Acknowledge Troy’s enthusiasm and contributions before addressing the need for balanced participation.

#### 4. Encourage Open Dialogue:

- **Assertiveness:** Create a structured environment where everyone knows they will have a turn to speak.
- **Empathy:** Encourage team members to share their feelings and perspectives, and validate their experiences.

#### 5. Model the Behavior:

- **Assertiveness:** Demonstrate the behavior you expect from your team. If you want balanced participation, ensure you also share the floor.
- **Empathy:** Show vulnerability by sharing your own challenges and how you're working to improve, which can foster a more open and supportive environment.




#### 6. Follow-Up:

- **Assertiveness:** After meetings, follow up with individuals to reinforce expectations and provide additional feedback if necessary.
- **Empathy:** Use these follow-ups to check in on how they're feeling and to show that you care about their well-being and professional growth.

#### Practical Example:

- **Before a Meeting:** "I appreciate everyone's enthusiasm, especially Troy's. Today, let's make sure we hear from everyone. Troy, could you help by letting others speak first?"
- **During a Meeting:** "Thank you for your patience, Troy. Now, let's hear your thoughts on the project."

Balancing assertiveness and empathy takes practice, but it can significantly improve team dynamics and morale. How do these strategies resonate with you?

   3 of 30 responses AI-generated content may be incorrect

These strategies make sense. I'll try them out.

Could you provide more examples of balancing assertiveness and empathy?



You

Could you please create a specific plan for me that I can implement over the next six months to be a better leader for Troy and the rest of the team?



Copilot

Absolutely! Here's a six-month plan to help you become a better leader for Troy and the rest of your team. This plan focuses on balancing assertiveness and empathy, improving communication, and fostering a more inclusive team environment.

### Month 1: Self-Assessment and Goal Setting

- **Self-Reflection:** Spend time reflecting on your leadership style. Identify strengths and areas for improvement.
- **Set Goals:** Define clear, measurable goals for what you want to achieve in the next six months. For example, "Ensure everyone speaks at least once in each meeting."

### Month 2: Improve Communication Skills

- **Active Listening:** Practice active listening techniques. During meetings, summarize what others say to show you're listening.
- **Feedback Training:** Learn how to give constructive feedback. Use "I" statements and balance positive and negative feedback.

### Month 3: Foster Inclusivity

- **Meeting Structure:** Implement a structured approach to meetings. Set clear agendas and allocate specific times for each person to speak.
- **Encourage Participation:** Directly invite quieter team members to share their thoughts. For example, "I'd love to hear your perspective on this, [Name]."

## Month 4: One-on-One Check-Ins

- **Regular Check-Ins:** Schedule regular one-on-one meetings with each team member, including Troy. Use these sessions to understand their concerns and gather feedback.
- **Empathy Building:** Show genuine interest in their professional and personal well-being. Ask open-ended questions to encourage them to share more.

## Month 5: Team Building Activities

- **Team Workshops:** Organize workshops focused on communication and teamwork. This can help build trust and improve team dynamics.
- **Social Activities:** Plan informal team activities to strengthen relationships and create a more cohesive team environment.

## Month 6: Review and Adjust

- **Evaluate Progress:** Assess the progress made towards your goals. Reflect on what worked well and what didn't.
- **Gather Feedback:** Collect feedback from your team on the changes implemented. Use surveys or informal discussions to gather insights.
- **Adjust Plan:** Based on the feedback, make necessary adjustments to your leadership approach and set new goals for continued improvement.

## Ongoing Practices:

- **Model Behavior:** Continuously model the behavior you expect from your team. Be open, respectful, and inclusive.
- **Seek Continuous Improvement:** Regularly seek out resources, such as books, courses, or mentors, to further develop your leadership skills.

Implementing this plan should help you create a more balanced, inclusive, and effective team environment. How does this plan sound to you?



4 of 30 responses

AI-generated content may be incorrect

Thank you for the detailed plan. I'll start implementing it.

Could you recommend any specific resources for leadership development?

What if Troy continues to dominate discussions despite my efforts?



If Troy continues to dominate discussions despite your efforts, it might be time to try some additional strategies to ensure balanced participation:

### 1. Set Clear Ground Rules:

- **Establish Guidelines:** At the beginning of each meeting, remind everyone of the ground rules, such as time limits for speaking and the importance of hearing from everyone.
- **Rotate Speaking Order:** Implement a system where the speaking order rotates, ensuring everyone gets a turn before anyone speaks again.

### 2. Use Facilitation Techniques:

- **Talking Stick:** Introduce a “talking stick” or similar object that only the person holding it can speak. This can help manage the flow of conversation.
- **Round-Robin:** Use a round-robin format where each person has a set amount of time to speak before moving on to the next person.

### 3. Provide Structured Feedback:

- **One-on-One Conversations:** Have a private conversation with Troy to discuss the ongoing issue. Emphasize the importance of balanced participation and how it benefits the team.
- **Positive Reinforcement:** Acknowledge when Troy successfully allows others to speak and provide positive reinforcement.

### 4. Leverage Technology:

- **Use Tools:** Utilize tools like digital hand-raising features in virtual meetings or collaborative platforms where everyone can contribute ideas in writing before discussing them verbally.
- **Anonymous Input:** Allow team members to submit ideas anonymously before the meeting, which can then be discussed without anyone feeling overshadowed.

## Cook Up Your SMART Goal

Specific    Measurable    Achievable    Realistic    Timely

### Examples

I will use AI to dissect at least one interaction with other managers each week for the next month and will create a list of improvement points based on that analysis.

I will use active listening techniques at my weekly 1:1s with my team for the next month. At the end of the month, I will ask them for feedback on my communication skills and will use AI to create an improvement plan based on that feedback.

I will do a three-minute breathing exercise at the end of each day for the next month, reflecting on one example of good self-awareness and one example of where I could have improved.



# Self-Awareness Self-Checks to Make Your Secret Sauce

- Actively gather feedback from others
- Use self-assessment tools
- Practice mindful self-reflection
- Observe your reactions in various situations
- Practice active listening
- Do an empathy exercise  
(play the role of someone else)
- Use affirmations to reinforce good self-awareness traits
- Journal about your daily experiences and reactions (AI can help you come up with prompts)





## Self Care for the Self-Aware Leader

- Make non-negotiable time for self-care
- Have outlets for venting
- Recognize signs of burnout
- Use affirmations to reinforce your positive traits

**Would anyone like to share their goal?**

**Would anyone like to share a takeaway they will use right after the conference?**





**Thank you for attending!**

**If you'd like to stay in touch:**

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