

## Manage Yourself So You Can Lead Others

Chapter 4, Geisler, J. (2012). *Work Happy, What Great Bosses Know*. New York: Center Street.  
Goleman, D. (1995). *Emotional Intelligence*. NY: Bantam Books.

In the world of work, effective leadership is critical. Discussion is often devoted to analyzing what makes a good leader, and what qualities contribute to work environment success. Geisler (2012) cites surveys that say effective leadership emerges when the work environment is stressful because tough times reveal the best and worst in people. How we monitor our emotions in the work place is important because emotions matter and they are contagious (Geisler, 2012). When it comes to emotions, experts often turn to psychologist Daniel Goleman's book, *Emotional Intelligence* (1995). Goleman states that the ability to size up a situation and consciously and strategically select the best response is a key part of what is called emotional intelligence. Geisler notes that some refer to emotional intelligence as a "soft skill" that doesn't have a place in the rough and tumble world of work, but "soft skills" can produce a rock-solid payback. Daniel Goleman breaks down emotional intelligence into four distinct areas:

- Self-awareness* (How well you know yourself)
- Self-management* (How well you regulate yourself)
- Social awareness* (Your ability to see things through the eyes of others)
- Relationship management* (Your interpersonal skills).

Geisler claims that managers lacking in emotional intelligence usually tap into only three sources or power:

- Legitimate* ("Do it because I said so")
- Expert* ("Do it my way because I know best")
- Coercive* ("Do it or there will be hell to pay")

Geisler adds that these modes of power are missing out on the two sources of power which have the most interpersonal impact:

- Reward* ("I know we're going to be celebrating your success")
- Referent* ("This is work that really matters and you're a key part of it.")

### Questions for your consideration:

**Self-Awareness:** Do you have a good handle on your own strengths and weaknesses? Are you able to read your own emotions, and do you realize if, how, and when your emotions hijack your thinking?

**Self-Management:** If you are aware of your strengths and weaknesses, do you do something about them? Can you adapt to change and challenges, and do you know if, why, and how your words and actions inspire trust in others?

**Social Awareness:** Are you able to read the emotions of others? Do you know how to read the room, and do you demonstrate genuine empathy?

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**Relationship Management:** Do you provide feedback, guidance, and inspiration to others? Do you

build bonds with people, foster teamwork, and network effectively? Do you share a vision that people can see and want to be a part of?

**You Are a Walking Billboard, What's Your Message?** Geisler reiterates that someone at work is always watching whomever is in charge for cues on what is expected and how to act. They are looking for answers to questions such as

- How are things really going?
- How am I doing?
- What's important to you?

Geisler says that often those in leadership roles are not aware of the messages they are conveying in their work place. She underscores the importance of being deliberate in what you expect and to be aware of some of these *easily mistaken messages* that leaders might easily convey.

- Mistaken Message: Work like me
- Mistaken Message: Talk to me 24/7; answer emails even at 3am.
- Mistaken Message: I like these folks best because I talk to them more
- Mistaken Message: Here's how people should be treated, inconsiderately (and considerately)
- Mistaken Message: Life is good/bad/so-so

**Emotions are Contagious:** Geisler noted a recent study by the Wharton Business School, "Why Does Affect Matter in Organizations?" -- "The evidence is overwhelming that experiencing and expressing positive emotions and moods tends to enhance performance at individual, group, and organizational levels." The people you work with do pick up on your moods and emotions.

### Check Yourself: How High is Your Emotional Intelligence?

Rate yourself on a scale of 1 to 10 for the following descriptions,  
10 = most descriptive of you, and 1= least descriptive of you  
To what degree do you believe/see yourself as:

- |   |       |
|---|-------|
| 1. People-oriented  | _____ |
| 2. Trusted  | _____ |
| 3. Empathic   | _____ |
| 4. Calm under pressure                                      | _____ |
| 5. Optimistic   | _____ |
| 6. Aware of -- and working on -- your weak spots            | _____ |
| 7. Adept at exercising self-control                         | _____ |
| 8. Known for networking with others outside your work group | _____ |
| 9. Skilled at sharing a vision of success                   | _____ |
| 10. Inclined to celebrate victories, both big and small     | _____ |

Some possible ways to use this checklist: complete for yourself and have others complete for you; complete for others. It may serve to boost awareness of how you see yourself and how others see you. Comparison of responses may highlight commonalties, differences, and unrecognized strengths.