

**Ombuds Outlook — September 2013**  
**Ombuds/Dispute Resolution Services for Faculty**  
<http://ombudsfac.unm.edu>

**Join Us for Ombuds Open House**

The third Thursday of October is ***Conflict Resolution Day*** — an annual international celebration!

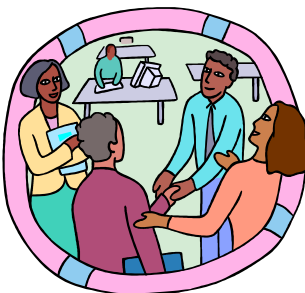
Visit with colleagues, and enjoy some light refreshments.

We look forward to seeing you!

Jean Civikly-Powell  
 Ombudsperson for Faculty  
 JoEllen Ransom  
 Ombudsperson for Staff  
 Diana Mendoza  
 Ombuds Coordinator, Staff  
 Janene Pack & Erin Watley  
 Graduate Assistants, ODR/Faculty

**When:** Thursday, October 17th,  
 11:00am - 1:00pm

**Where:** Ombuds/Dispute Resolution  
 1800 Las Lomas, SE corner of Las  
 Lomas & Buena Vista, Bldg.#29 on  
 main campus map



**Ombuds Faculty Representatives**

Three UNM faculty, trained in mediation, will be working with Ombuds Services for Faculty during 2013-14. They look forward to visiting with faculty groups and at faculty meetings to

- describe the ODR services for faculty
- answer questions
- provide brochures.

Please call 277-3212 to arrange a meeting time with these faculty.

*Jonathan Bolton, M.D., Director UNM HSC Office of Professionalism*

*Mark Emmons, Librarian*

*Margaret Menache, Ph.D., Retired from Public Health Program in Family & Community Medicine*

**Mediation Training for Faculty and Faculty Leaders—Spring 2014**

Jean Civikly-Powell (Ombudsperson for Faculty, Professor Emerita, Communication) will offer mediation training for UNM Faculty and Faculty Leaders in February 2014.

The training is designed to increase mindful practice of constructive communication and conflict resolution, with particular attention to faculty workplace settings. The training prepares faculty in the content, theory, and practice of conflict management and mediation.

Faculty who have taken the training have enthusiastically reported it was an informative and transformative experience.

This is a 4-day/all-day training. The dates and times for the mediation training are:

**Friday and Saturday, February 7 and 8, 8:30-4:30 and  
 Friday and Saturday, February 21 and 22, 8:30-4:30.**

To register, contact Jean at [jcivikly@unm.edu](mailto:jcivikly@unm.edu).

The sacred starts  
 at the tip of my tongue.  
 — Navajo saying  
 (shared by Luci Tapahonso,  
 UNM English professor)





## 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 of 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?

**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?

---

Interested in checking your emotional intelligence?

Please visit the ombuds website to see the full summary of this chapter and a brief assessment:  
[http://ombudsfac.unm.edu/Article\\_Summaries/manage\\_yourself\\_so\\_you\\_can\\_lead\\_others.pdf](http://ombudsfac.unm.edu/Article_Summaries/manage_yourself_so_you_can_lead_others.pdf)