



Leaders understand,
manage and leverage

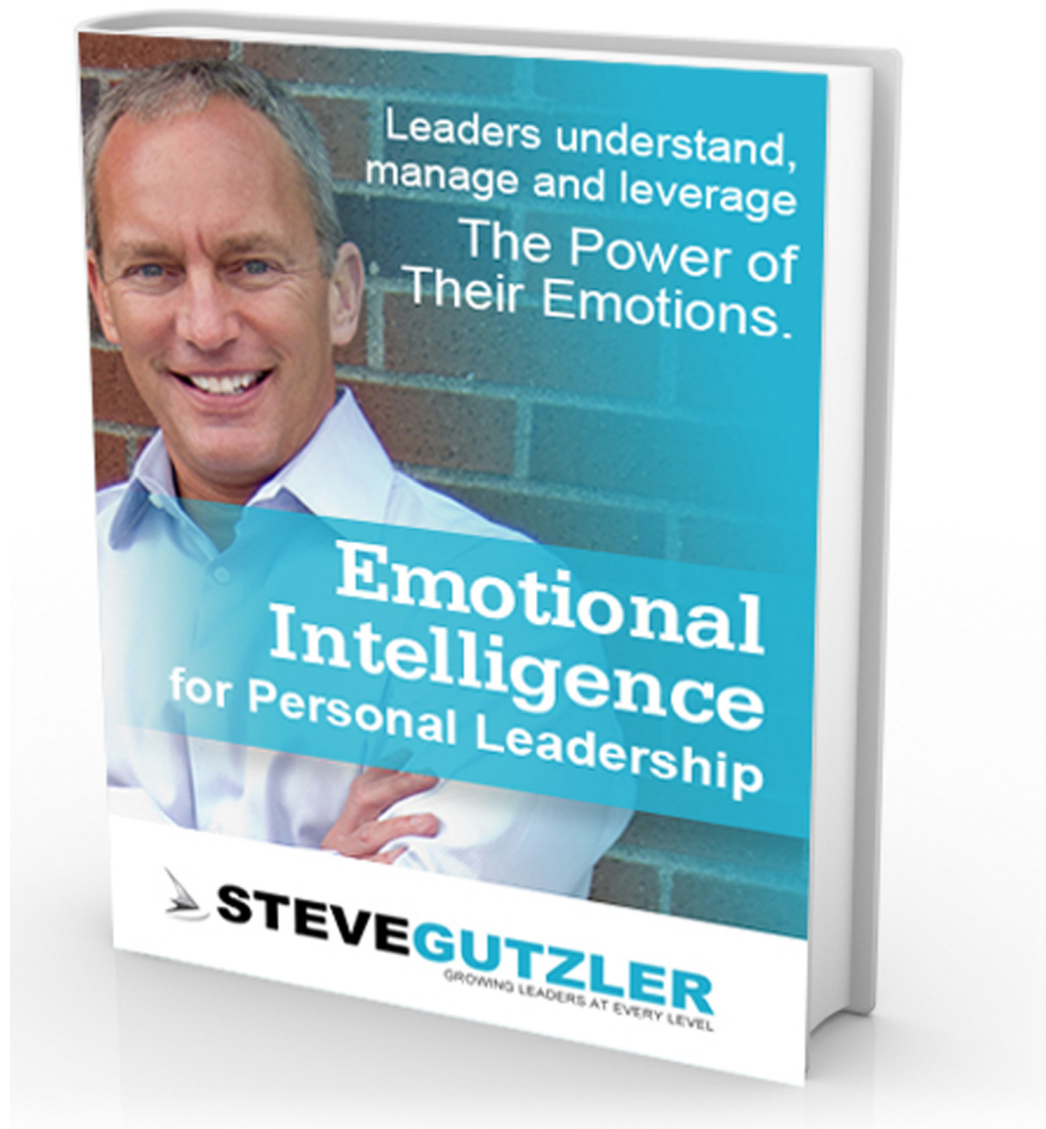
The Power of
Their Emotions.

**Emotional
Intelligence**
for Personal Leadership



STEVEGUTZLER

Emotional Intelligence for Personal Leadership



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Introduction

“Steve, you have six weeks to turn Debbie around.”

The grim faced senior leader at one of Microsoft’s most prestigious organizations had just commissioned me to coach a key member of their team, Debbie (name changed).

The Commission: A crash course on Emotional Intelligence.

In this real-life example, I had the privilege of coaching a young woman with a huge amount of potential in her emerging career. Debbie had been identified as an emerging leader, a rising star, with exceptional intelligence and a rare ability to present and communicate strategy. Just in her early 30’s she was on a fast-track to becoming a real player and to providing leadership in the new roll out of business.

Unfortunately, on her way up to greater influence she began to sabotage her success. What was her flaw? During times of pressure, she tended to jump to judgment and cast blame. Often, when her opinions were not embraced, her language (especially body language) communicated a lack of respect with almost a sulky attitude. It was impeding her true influence as a promising leader. This flaw was an indication of blind spots in her Emotional Intelligence skill set. It was this lack of development that was holding her back from greater influence, impact, and inspiration of her team.

What follows is the story of six weeks of intense Emotional Intelligence coaching to ensure a promising future of one leader.

This is a turnaround story.

Learn the power of Emotional Intelligence for your personal leadership. Unlock higher levels of self-awareness and emotional self-management. Your relational leadership and influence will increase and you will discover high performance.

Hopefully, Debbie’s example can guide you in your leadership and Emotional Intelligence journey.

Thank you again, Debbie. Enjoy the read!

Week One: Emotions Drive Our Behavior

“Emotional Intelligence: How leaders handle their emotions and their relationships. Leaders who maximize the benefits of Emotional Intelligence drive the emotions of those they lead in the right direction”



Emotions drive our behavior and they also determine performance levels and our scope of leadership influence.

The tip of the iceberg represents our behavior, performance, and leadership. A full 80% is under the surface. That submerged portion is our emotions.

I shared with Debbie the example of the iceberg in which the “tip” represents our behaviors and performance. **A full 80% of the iceberg is under the surface.** That submerged mass represents our emotions, our moods, and our attitudes.

It was a privilege to assist Debbie and coach her towards greater success with her team through her leadership impact and influence. It was a critical step for her to understand that emotions can help you or hurt you, but you have no say in the outcome until you realize the emotional impact you have on others.

Debbie’s remarkable technical skills and her high IQ put her in a great position at Microsoft. She landed an upward moving position, but had stalled due to her lack of understanding of Emotional Intelligence. She needed refining in her critical skills such as personal self-awareness, self-regulation, effective communication, emotional self-management, and building connections with trust and likeability.

Rather than working with her team, she reverted to a default behavior style of telling people what to do. Rather than building a collaborative spirit with chemistry, she often would jump to judgment, putting the team members on the defensive.

Our goal in week one was to simply turn up the dimmer switch and enlighten her to the power of influence that her emotional impact has. Before she could lead others into success and team objectives, she would need to lead herself. Since emotions do drive our behaviors, I showed Debbie how she needed to be aware of how contagious her emotions are. With every interaction, people come away feeling a little bit better about themselves and the situation or they walk away feeling worse. The outcome is determined primarily by the emotional exchange.

Bottom line: It will be your attentiveness and commitment to better Emotional Intelligence skills that will make or break your leadership effectiveness. Skills like self-awareness, your verbal and non-verbal communication, skills in collaboration, empathy, and self-management will all play into your ability to lead your team to success.

Week One Success Strategies:

1. Start observing your own emotions, your moods, and your attitudes. Observe how they influence you and those around you. Really become a student of your emotional impact.
2. Each day keep a scorecard on your emotional wholeness (0-10) and watch how that links to that day's performance and personal leadership.
3. Start respecting your emotions and understand the impact they have on you and those you hope to influence.
4. Pick one of the Emotional Intelligence Competencies and work to improve that skill..

Remember: Emotional Intelligence is a learned skill and it can help you leverage your IQ as well as your leadership skills.

Week One Emotional Intelligence Competencies:

Authenticity:

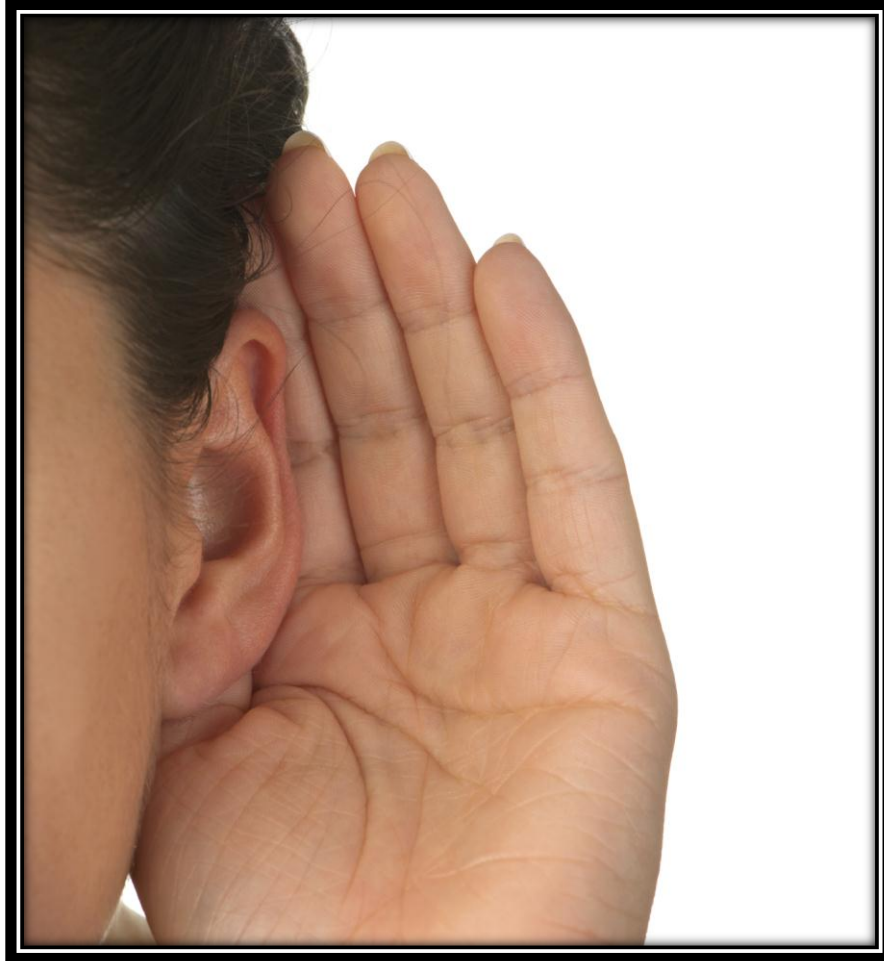
- Discloses information in an appropriate way
- Honest and open when presenting one's self to others
- Builds trust through actions

Self-Assessment

- Accepts feedback in a positive manner
- Can admit to weaknesses and mistakes
- Is aware of one's own strengths and talents

Week Two: The Power of Self-Awareness

“Leaders with self-awareness recognize when they resonate energy and enthusiasm, the organization thrives.”



“Debbie, facing the truth about who you are can, at times, be unsettling.”

Self-awareness is your ability to accurately perceive your own emotions in the moment. As in Debbie’s case, she simply was unaware of how much impact her emotions were having on her, her performance, and how her team responded to her emotionally-charged style.

She was losing her team one person at a time, one emotion at a time. It wasn’t her tactics or strategies, but her emotional swings. She brought little discipline to mastering her moods.

The only way to genuinely understand your emotions is to spend time thinking through them. Think about where they come from and why you respond the way you do. Your emotions are the reactions to the world around you and they usually come from somewhere. Situations create

strong emotions. Effective leaders with high levels of self-awareness are remarkably clear about what motivates them, what satisfies them, and which situations and people push their buttons.

Week Two Success Strategies:

1. This week, watch and observe the ripple effect your emotions have with your team, good, bad, and ugly.
2. Treat your emotional leadership seriously and be aware of the vibe you put off.
3. Feel the link between how you feel physically and how you feel emotionally. Then, improve your physical well-being by, resting, eating to win, and exercising.
4. Know who and what push your buttons and remember “calm” is your key word.
5. Feed on a healthy mind diet of audio books and music that create a positive mood.
6. Watch yourself as if in a mirror. Ask during every meeting, client exchange, and personal relationship encounter, “What is the message my emotions are sending? And how are these people responding to me?”

Remember: No one has this mastered. This is not anger management. It is understanding the critical link between taking your amazing knowledge and skills and leveraging your emotions for the best possible results! Emotional intelligence is leadership intelligence.

Week Two Emotional Intelligence Competencies:

Self-Awareness:

- Stays calm under pressure
- Knows how emotions impact behavior
- Recognizes how one’s behavior affects others
- Able to balance intuition with reason

Adaptability and Flexibility:

- Is open to change
- Is comfortable with uncertainty
- Willing to ask for help
- Successfully handles multiple demands

Week Three: Emotional Self-Management

“Just like a Sprite can that gets shaken up, self-management is letting out the pressure in an appropriate way without blowing up. Stop. Breath. Practice appreciation.”



“Debbie, think of a person you know, possibly yourself, who is considered to have high potential, to be talented, smart, savvy, and well trained, but who also does dumb things that end up sabotaging their success.”

There is a science to our emotions. The amygdala is the site of emotional memory and emotional learning in the brain. It is responsible for answering the critical question “do I eat it or does it eat me?” This is more commonly known as “flight or fight,” and, in preparation for either flight or fight the nervous system kicks in with a hormone called Cortisol. This hormone is designed to keep you out of harm. But often Cortisol, which is also known as the stress hormone, can lead to an emotional hijacking, in even the best of leaders.

I have seen it hijack high level CEOs, presidents, celebrities, and middle-level managers. They have all been victims of the science of our emotions, sometimes resulting in the destruction of months of dedicated work and well-built reputations. In Debbie’s case, her emotional hijacking was cracking her credibility and trust within her team. She called it venting, but her team saw her as emotionally unstable and unreliable as a leader under pressure.

Remember: Emotions come before thoughts, we feel before we think.

Remember: When you get emotionally hijacked you lose options, your cost is big, and you need to learn to catch it early!

Week Three Success Strategies:

1. Stop: When you feel your Cortisol kick in, stop. Your heart beat will increase and you may start breathing faster and sweating.
Quick Tip: Disengage even for a few minutes so you can reengage more powerfully.
2. Breath: Oxygen to the brain and blood will actually help to neutralize Cortisol.
Quick Tip: This is why the practice of solitude and daily walks are good at keeping our stress hormones in balance.
3. Appreciate: Start an appreciation journal for your team. Write down the things that you are grateful for and the things that you are thankful your team is providing. Then take time to thank them.
Quick Tip: If bad emotions can get you in trouble, good emotions can keep you out of it. The practice of appreciation is all powerful good emotions!
4. Seek Solitude: Rather than trying to rush and fix problems when you feel emotionally charged, allow for solutions to emerge as you ask others for help.
Quick Tip: Give time and space and watch how solutions can arise.

For Debbie, emotional self-management may be the game-changer. With her talent and skills if she can bring greater self-awareness and self-discipline to her emotional management, the sky is the limit for her leadership!

Week Three Emotional Intelligence Competencies:

Impulse Control:

- Rarely acts impulsively
- Maintains sense of humor under stress
- Keeps promises
- Manages strong emotions especially anger

Self-Regard:

- Doesn't become defensive when criticized
- Is decisive and speaks confidently
- Believes strongly in one's own ability

Week Four: Emotional Management of Others

“If a team member is in a high-jacked state, logic and reason won’t work. Cut them some slack and remember, time and space bring perspective back.”



“Debbie, when a person is in an emotionally high-jacked state, logic and reason will not work.”

I took this week to remind Debbie of the “secret weapon” of leadership. It is a little known truth that packs a big punch. It is the leadership X Factor!

It is the fact that....

Emotions are contagious.

You can catch a mood, an attitude, or an emotion just like you can catch a cold. Your team will sink to your negative emotions. The good and upbeat emotions are contagious and the bad and gloomy ones are contagious. Your “X Factor,” your emotional economy as a leader may be the single greatest contributor to your team’s success or failure.

I implore you to pay attention to your daily emotions. Your body language and the words you choose and even the tone in which you deliver those messages will all affect the way they are received.

Remember: Around 55% of our communication is body language, 38% is tone of voice, and 7% is the words we use.

So when it comes to the emotional management of others, it is actually the management of you. Your team will watch you; they will mirror your actions. If they see that you are smiling in the face of turbulence, the mirror neurons for smiling fire up and it will affect their mood in a positive way! This will lead to overall better team performance.

When a team member is in an emotionally high-jacked state, logic and reason will not work. Give them time and space to reduce the stress hormones and then seek solutions.

Week Four Success Strategies:

1. If a team member is in an emotionally high-jacked state, give them time and space to allow the stress hormone, Cortisol, to neutralize.
2. Watch you emotionally-charged words, especially in emails. Lower the temperature of words that cause emotional stress and fight or flight reactions.
3. If you recognize a team member is in a HALTed (Hungry Angry Lonely Tired) state, try to give them time to recover as opposed to pushing them harder.
4. Practice appreciation. Write in your journal an entry about what you appreciate about each team member.

Week Four Emotional Intelligence Competencies:

Coaching Others:

- Is a good mentor
- Gives clear feedback
- Inspires people to excel
- Rewards people for their performance

Communication:

- Gives adequate instruction
- Expresses feedback in effective and timely way
- Doesn't personalize disagreements
- Is transformational

Week Five: How Leaders Build Emotional Connections

“Building emotional connections with your team and clients may be the single greatest role of effective leadership. You do it by communicating and demonstrating that you value them and that they matter deeply to you!”



“The number one criteria for advancement and promotion for professional is their ability to communicate and connect effectively.” Harvard Business Review

Top Three Human Needs:

1. To be loved and to love.
2. Security.
3. To feel valued.

Wise and exemplary leaders know the remarkable value of connecting emotionally with their people.

We humans have this fascinating core-deep need to feel special.

In week five of coaching Debbie, I explained to her that as a leader is critical to connect emotionally in order to get the best out of your team. It is a best practice that all leaders should work to master. Without building that attitude you will receive mechanical responses and attitudes, you will have work without passion.

To connect emotionally with your team you communicate through words and actions that you authentically value them, you build teams that conquer mountains and work with heart and soul.

To do this, look for ways to “catch” people doing the extraordinary. Point out when they bring that extra and shine a spotlight on it. This will make their face and self-image shine!

At least once a month during a team meeting, put a team member in the “spotlight.” Speak their praise and shower credit on their performance.

Critical Statistic: 78% of people who change jobs are leaving their previous manager!

Point leaders who have strong emotional intelligence understand that their primary role is to get the right players in the right positions and doing the right things. This way each team member will be able to succeed.

To do so successfully, make sure you ask each of your team members:

1. What do you enjoy doing?
2. What do you feel you excel at?

Let them know that your primary goal is to get them in their “strength zone” where they can get in the flow and flourish. That will communicate to them their value in your eyes and that you understand who they are and what skills they can bring. It may seem simple but the better they feel about themselves, the better they will perform professionally. They will create stunning work and feel important. They will have a voice and a role to play.

Secondary Example:

I have three grown children. Each possesses unique gifts and talents. Their personalities are quite different and they have each chosen different career paths. When I am with them, it is all about them. I am asking questions about their world, not focusing on my own. I am expressing pleasure and interest in how they are each doing. I am, dare I say it, working at connecting and making them feel special in the moment. My son recently wrote in his Father’s Day card, “Dad, thank you for your strong interest in me.” Wow, the power of those emotional connections. You gain trust, you receive loyalty, and you receive love.

If we can focus more of our time and efforts on making people feel valued, worthy and significant, we will go from a good team to a superb team who loves their leader and their work.

Week Five Success Strategies:

1. Look for opportunities to catch team members making small but extraordinary contributions. Acknowledge it and even provide some public praise in a team meeting.
2. Verbalize your appreciation to a team member whenever possible. Remember, feeling valued is a powerful motivator.

3. Ask your team members, “what do you enjoy doing in work and what do you excel at?”
Let them know that it is your goal to get them in their best flow!
4. Write personal appreciation notes this week to people within your organization and to a key client.

Week Five Emotional Intelligence Competencies:

Relational Management

- Takes feedback well
- Builds trust
- When you care, show it well
- Tackles tough conversations

Empathy:

- Non-judgmental
- Is aware of other’s moods
- See’s things through other’s perspective
- Is a good listener

Week Six: Your Personal Leadership Standards

“All great leaders have a very strong code of honor. They make promises to themselves of excellence, of integrity, and of personal drive. To them every day is game day!”



“When you take action in life and in leadership, you feel powerful and more confident.”

Debbie, over the six weeks of coaching, had really stepped up and had taken responsibility over her emotional impact and leadership! We witnessed her team respond dramatically better to her leading, coaching, and vision.

Debbie’s Six Week Major Success Strategies:

1. Come to the understanding that emotions drive your behavior, your performance, and that they play a significant role in your leadership.
2. Worked at emotional self-management.
3. Nearly eliminated her past inclination to allow herself to become emotionally hijacked, which had previously led to her forfeiting her influence by sabotaging her best efforts.
4. Learned to stop, disengage, breath and then re-engage with a more effective and powerful leadership.

5. Begun to understand that emotions are contagious. And learned that the number one aspect of being a strong leader is being able to bring positive emotions into a relationship and into a boardroom.
6. Recognized the need to make emotional connections with other team members by making them feel valued and understanding where their strengths are. She had also recognized the need to give voice to their accomplishments and creating a culture of leaders where the team matters most!

Debbie had done an amazing job. Bottom line, her likeability and her credibility had improved by learning to self-manage her emotional economy.

I want this book to be applicable to your leadership. To do so, we have to start with a foundational understanding of what kind of leader you are and what kind of leader you would like to be. To do so, you need to understand your leadership standards and also understand how those standards evolve over time.

Week Six Emotional Intelligence Competencies:

Personal Drive:

- Is energetic
- Enjoys a challenge
- Is goal oriented

Optimism:

- Handles setbacks effectively
- Has a positive outlook
- Believes one can influence the outcome

Your Leadership Standards:

Take a few minutes each morning to write down your own personal beliefs:

1. What will be the center of your life and leadership?
2. What is the character and guiding tenants that are vitally important to you?
3. What will be your ultimate contribution as a leader? Your lasting legacy?

Honestly, I was about Debbie's age when I first penned, with shaky hand, my raw attempt at documenting my personal beliefs. My hands were shaking because my heart was broken; my self-esteem was at ground zero. At that moment in my life, I was unemployed and feeling unworthy of a great life.

It wasn't a magical moment, but it was a defining one. I wrote out my center, my character, and my contribution. Just weeks later I founded my company, [Leadership Quest](#), and started my upward journey in leadership influence, impact, and inspiration.

It was a pleasure working with Debbie. I saw greatness in her as she courageously led where she was and became extraordinary in her Emotional Intelligence as a leader! She is well on her way!

Thank you, Debbie.

Additional Resource:

Emotional Intelligence for Personal Leadership: Play Big!

Characteristics of a Leader who Plays Big:

- Does not jump to judgment
 - Remains calm during challenging times and relationships
 - Pauses to reflect before reacting immediately
 - Doesn't place self-imposed limits on what is possible
 - Ability to be present and engaged
 - Understands how emotions affect behavior
 - Can see from another's frame of reference
 - Can admit when wrong
 - Sees the potential in others
 - Accepts the Small Self in themselves and works to Play Big more of the time
 - Lives with appreciation in their lives
 - Allows others to have a difference of opinion
 - Focuses on the desired consequences
-

Author Biography



Steve Gutzler is the Founder and President of Leadership Quest, a Seattle-based leadership company, is an authentic and engaging communicator. He consistently provides high-value presentations which receive the highest of honors and reviews from his clients.

Steve Gutzler is one of the nation's premiere thought leaders on leadership, Emotional Intelligence, and personal transformation. Having traveled and spoken extensively over the last 17 years, he has coached, presented, and trained with CEOs, executives, and managers of Fortune

500 corporations, non-profit organizations, and professional athletes. Some of Steve's clients include Microsoft, Boeing, Starbucks, Cisco, U.S. Social Security, Kraft Foods, Starwood Corporation, in addition to smaller organizations and ground-breaking businesses.

Steve Gutzler changes lives with his powerful message. He believes that radical changes require us to explore new frontiers- internal frontiers- if we wish to become stars in our own organizations or to empower others in theirs. Individuals are now required to become greater personal leaders than ever before. This new internal frontier has more to do with self-control, self-knowledge, authenticity, and honest communication than any host of technical abilities or any amount of IQ. These factors are the basis for inspired leadership.

Steve founded Leadership Quest in 1995 and has continued to grow and develop his inspiring presentation and training programs through the relationships and experiences with his clients. With Julie, his wife of 30 years, and their three children, Steve Gutzler resides in Issaquah, Washington where he has published his first E-book, "The Two Minute Drill: How to be a great leader under intense pressure" and his second E- book, "Emotional Intelligence for Personal Leadership," both of which are now available for purchase through Amazon.

To learn more about Emotional Intelligence or Leadership personal coaching, team training or keynote speaking opportunity, please contact Steve Gutzler at steve@stevegutzler.com

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