Self Management
The Key to Effective Leadership Behavior
The 4 Areas of Leadership Competency

1. **Self**
   Effective self awareness and self control.
   Examples of competencies:
   - Self Management
   - Handling Stress
   - Personal Accountability
   - Self Assessment
   - Self Confidence
   - Personal Drive
   - Sense of Mission

2. **Interpersonal**
   Social and relationship talents.
   Examples of competencies:
   - Understanding Motivational Needs
   - Evaluating What Is Said
   - Relating to Others
   - Empathetic Outlook
   - Freedom from Prejudices
   - Personal Relationships

3. **Business**
   Planning, coordinating, and monitoring activities in the organization. Stewarding vision for change.
   Examples of competencies:
   - Conceptual Thinking
   - Long-Range Planning
   - Proactive Thinking
   - Results Orientation
   - Problem Solving
   - Monitoring Others

4. **Leadership**
   Building individual and group talent and enrolling others to affect envisioned change.
   Example of competencies:
   - Gaining Commitment
   - Conveying Role Value
   - Surrendering Control
   - Developing Others
   - Evaluating Others
   - Leading Others
Emotional Intelligence

SELF AWARENESS: the ability to recognize your moods, emotions, and drives as well as your effect on others.

How much self confidence do I have?

How aware am I of my moods, emotions, and drives?

How effective am I in recognizing my effect on others?
Emotional Intelligence

**SELF REGULATION**: the ability to control or redirect disruptive impulses and moods; the ability to think before acting and to suspend judgment.

How effective am I in regulating my moods as to minimize their impact on others?

To what extent am I able to suspend judgment of others and their ideas in order to gain a full understanding first?

When confronted with situations that are displeasing to me, am I able to take the time to think clearly about them before reacting or responding?

When I receive critical feedback from others, am I able to take in the feedback and respond in a constructive manner without acting defensively or attacking the provider of the feedback?

To what extent am I comfortable with ambiguity and change?
Emotional Intelligence

MOTIVATION: a passion to work for reasons that go beyond money and status; to pursue goals with energy and persistence.

How strong is my drive to achieve? How much energy do I devote to it?

How much passion do I have to for reasons beyond money and status?

How strong is my commitment to the organizations with which I am associated, as opposed to my commitment to myself and my needs?

To what extent do I remain motivated to achieve my objectives, even in the face of setbacks, failure, or defeat?
Empathy: the ability to understand the emotional makeup of other people and to be sensitive to their emotional needs.

How well do I understand the emotional makeup of others and their needs?

How sensitive am I in relating to their needs and helping them?

To what extent do I get feedback that I have empathy?
Emotional Intelligence

SOCIAL SKILL: proficiency in managing relationships and building networks; the ability to build rapport and to find common ground.

How skillful am I in building lasting relationships with others?
How well do I network with others and create networks of people with common interests?
How effective am I in leading within organizations?
To what extent do others want to follow my lead voluntarily?
How persuasive am I in convincing others of our mutual interest?
How effective am I in leading teams?
Accountability

Accountability is an attitude of continually asking “what else can I do to rise above my circumstances and achieve the results I desire?” It is the “process of seeing it, owning it, solving it, and doing it.” It requires a level of ownership that includes making, keeping, and proactively answering for personal commitments. It is a perspective that embraces both current and future efforts rather than reactive and historical explanations.

The Oz Principle: Getting Results Through Individual and Organizational Accountability
Steps to Accountability Above the Line

1. Ignore/Deny
2. It’s Not My Job
3. Finger Pointing
4. Confusion & Tell Me What To Do
5. Cover Your Tail
6. Wait and See
7. See It!
8. Own It!
9. Solve It!
10. DO IT!!

The Line

Victim Cycle Below the Line

From the Oz Principle
## Rainbow Lens #1 – Quality of Relationships

<table>
<thead>
<tr>
<th>Dimensions Of Relationship</th>
<th>Red Zone</th>
<th>Orange Zone</th>
<th>Yellow Zone</th>
<th>Green Zone</th>
<th>Blue Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications</strong></td>
<td>Attacking &amp; Blaming</td>
<td>Distracted &amp; Confusing</td>
<td>Focused &amp; Non-Judgmental</td>
<td>Active &amp; Appreciative</td>
<td>Seeking the Genius in Each Other</td>
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<tr>
<td><strong>What’s It Like Around Here?</strong></td>
<td>Fearful &amp; Uncertain</td>
<td>Wasteful &amp; Convoluted</td>
<td>Polite &amp; Aloof</td>
<td>Concern for Others</td>
<td>Alive with Enthusiasm &amp; Respect</td>
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<tr>
<td><strong>Business Results</strong></td>
<td>Exploitive for the good of a Few</td>
<td>Subtly Exploitive</td>
<td>Value Adding</td>
<td>Consistent High Performance</td>
<td>Radical Sustained Growth</td>
</tr>
<tr>
<td>Dimensions Of Agreements</td>
<td>Red Zone</td>
<td>Orange Zone</td>
<td>Yellow Zone</td>
<td>Green Zone</td>
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<tr>
<td><strong>Attitude</strong></td>
<td>I will defeat you</td>
<td>I will use you</td>
<td>You scratch my back . . .</td>
<td>We are partners</td>
<td>We are for each other AND for the whole</td>
</tr>
<tr>
<td><strong>Philosophy</strong></td>
<td>Do unto others BEFORE they do unto you</td>
<td>Do unto others because everyone is doing it</td>
<td>Do unto others in a way that is fair</td>
<td>Do unto others as you would have them do unto you</td>
<td>Do for all in a way that best serves all</td>
</tr>
<tr>
<td><strong>Beliefs</strong></td>
<td>Might makes right – Winning is everything</td>
<td>It’s a tough, competitive world</td>
<td>We need to compromise</td>
<td>Strategic partnership is possible</td>
<td>All stakeholders served means sustainable growth</td>
</tr>
</tbody>
</table>
PERFORMANCE = POTENTIAL minus INTERFERENCE

therefore

Manage the Interference!
Self-management means acting from conscious choice.
CHOOSING

STIMULUS
Self-Awareness
Creativity/Strategy
Integrity
Courage/Will

RESPONSE
Take an Active Orientation

1. Choose to identify the actions necessary to achieve your goals. “Begin with the end in mind.” -- Covey

2. Choose to monitor your behavior to check that it’s in alignment with your goals. Notice what you are doing; take ownership of your focus and resulting behavior. Self correct if needed. Ask:
   - What am I doing right now?
   - What is my focus?
   - What is my current priority?
   - What is the best use of my time right now?
   - Who am I being?
Take an Active Orientation

3. Choose to pay attention to the outcomes of your actions, to know whether they are leading you where you want to go. *Look at whether you are on track.*

What is the actual outcome of my behavior? What if any, negative outcomes, am I generating from my behavior? What if any, positive or forwarding outcomes, am I generating?

Δ *If the outcomes of your actions are not leading you toward your goal, acknowledge what is so, and it’s time to circle back to the first step and identify some new actions.*
Put it into Practice

1) **Ask yourself questions.** Use the self-monitoring check in questions throughout your workday. Self-correct your behavior where needed.

2) **Notice and name.** Note behavioral tendencies that stand out and take you off course. You’ve got to be able to name the problematic habit or tendency in order to work with it. When things don’t go well—get curious. See if you can start to notice your blind spots. Name them.

3) **Be active, not passive.** Evaluate at the end of each day whether your actions are leading toward your objectives. **Did your piece of today’s activity support your objectives or not?** Gently notice what’s working and what’s not working. Then either identify new actions that will be more effective in meeting your goals or celebrate!
Contemplation

“The quality of work we do cannot be separated from the quality of self we manage to create in our lives.”

John Sherer
from Work and the Human Spirit
We are most efficient in our work when we:

- manage the stress in our lives
- are grounded in feelings of self worth
- take the time to daily recharge our batteries
- feel connected to that which is important to us
Relationship between stress and productivity
Balls to let go of:

- Trying to please everyone
- Trying to have everyone like you
- Being the star at the expense of your life
- Trying to do everything perfectly
- Trying to do everything
- Your reliance on adrenaline
Take Responsibility for Your Behavior

Who are you?

Shift from being a series of habits

To being a series of CHOICES.
Challenge the status quo of your operating mode
Choose how you will

BE
THINK
ACT

in order to be a highly effective Leader