

SUPERVISOR EFFECTIVENESS DECK



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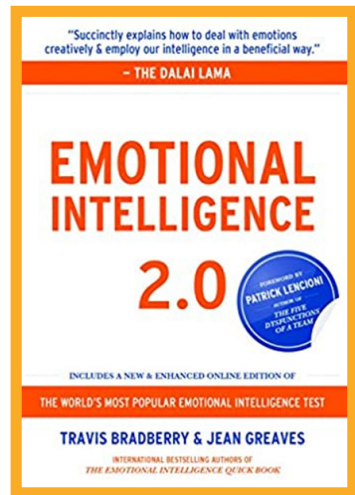
EMOTIONAL INTELLIGENCE
TOOLKIT



INTRODUCTION

Emotional intelligence is a crucial success factor and contributor to thriving organizational cultures particularly during difficult times. It is important for leaders to prioritize emotional intelligence to build a culture of connection which enhances performance. **Emotional** intelligence is not soft skill rather a **leadership** skill that sets a competitive advantage in the **workforce**.

For additional resources and support consider purchasing the book Emotional Intelligence 2.0 for a self-assessment as well as a break down of practical strategies. For this toolkit we have highlighted several of the skills found in Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves.



SELF-AWARENESS IS TO KNOW YOURSELF AS YOU REALLY ARE



Observe the ripple effect from your emotions:

“Your emotions are powerful weapons, and continuing to think that their effects are instant and minimal will only do you a disservice.”



Lean In to your discomfort:

“The biggest obstacle to increasing your self-awareness is the tendency to avoid the discomfort that comes from seeing yourself as you really are.”



Know who and what pushes your buttons:

“You can take your self-awareness a big step further by discovering the source of your buttons.”



Watch yourself like a hawk:

“Wouldn't it be great to be the hawk; looking down upon yourself in those sticky situations that tend to get the better of you?”

SELF-MANAGEMENT IS YOUR ABILITY TO USE AWARENESS OF YOUR EMOTIONS TO ACTIVELY CHOOSE WHAT YOU SAY AND DO



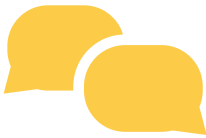
Set aside some time in your day for problem solving:

“The only way to ensure that you have the right space to make good decisions is to set aside some time in your schedule for problem solving.”



Take Control of your self-talk:

“With thoughts, the primary vehicle for regulating your emotional flow, what you allow yourself to think can rumble emotion to the surface, stuff them down underground and intensify and prolong any emotional experience.”



Speak to someone who is not emotionally invested in your problem:

“Sitting with a potential devil’s advocate may irk you in the moment, but you’ll fare far better having seen things from a unique perspective.” (Sleep?)



Put a mental recharge into your schedule:

“If you recognize recharging your mind for what it is— a maintenance activity that’s as important to your brain as brushing your teeth is for your mouth— it’s easier to schedule it into your calendar. ”

SOCIAL AWARENESS STRATEGIES RECOGNIZE AND UNDERSTAND THE MOODS OF OTHER INDIVIDUALS AND ENTIRE GROUPS OF PEOPLE



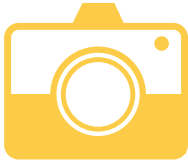
Clear away the clutter:

“To be socially aware, you must be socially present and remove distractions— especially the ones inside your head. These internal distractions are much like clutter in your garage or closet.”



Practice the art of listening:

“When someone is talking to you, stop everything else and listen fully until the other person is finished speaking.”



Seek the whole picture:

“Taking advantage of this opportunity requires courage and strength to invite fans, as well as your critics, to get down to the nitty-gritty and honestly share their perceptions of you.”



Catch the mood of the room:

“Emotions are contagious, meaning they spread from one or two people until there’s a palpable and collective mood that you will feel at some level.”

RELATIONSHIP MANAGEMENT STRATEGIES ENCOURAGE RELATIONSHIPS WITH STAYING POWER THAT GROW OVER TIME, WHERE BOTH YOUR NEEDS AND THE OTHER PERSON'S NEEDS ARE SATISFIED.



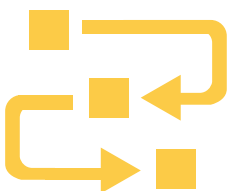
Take feedback well:

"Feedback is a unique gift. It's meant to help us improve in ways that we perhaps cannot see on your own."



Build Trust:

"Trust is something that takes time to build, can be lost in seconds, and may be the most important most difficult objective in maintain our relationships."



Explain your decisions don't just make them.

People need to understand why a decision was made in order to support it. Take the time to verbalize your decision process, including what the alternatives were and why you made the decision you did.



Align your intention with your impact.

Think before you speak or act. Make an appropriate and sensitive response.

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**ACTIVITIES & CHALLENGES
TOOLKIT**



1-ON-1

Meet individually with your team ***Communication, Relationship Building, Management*** ***Fundamentals***

The 1 on 1 Challenge encourages you to set up re-occurring one-on-one meetings with each one of your team members. Meeting can vary in length as well as structure as you see fit. However, be sure to have a dialogue to ensure there is clarity and mutual understanding. Give staff a heads up that you would like to have regular check-ins preferably in person or with video enabled. A regular one-on-one meeting ensures that you are getting invaluable face-time with your direct reports. This time can be used to address immediate issues and ensure there is goal alignment. It is a great way to stay proactive about communication and prevent unnecessary conflict. If you're already doing one-on-ones, try taking them to the next level by introducing a structured format that you follow each time—and watch the effectiveness of your meetings soar!



BIG PICTURE

Give some context ***Communciation, Transparency, Building Trust***

The Big Picture Challenge encourages you to make time to explain the context surrounding your team's work. This could include a recent announcement, a recognition, or an explanation of how your team contributes to overall success. The outcome of this challenge is a more connected team that is equipped with a better understanding of the importance of their role in the context of a larger purpose. Consider an in person meeting for this communication, which will allow you to respond to questions or concerns in the moment. As a leader, you can see the big picture, but it can be easy to forget that not everyone does. When staff have a limited perspective, they may feel their work lacks meaning. Remember the story of the three bricklayers who were asked what they were doing and had three different answers: (1) laying bricks, (2) putting up a wall, (3) building a cathedral. There is power in understanding the big picture, be sure to make time to share this power with your team.

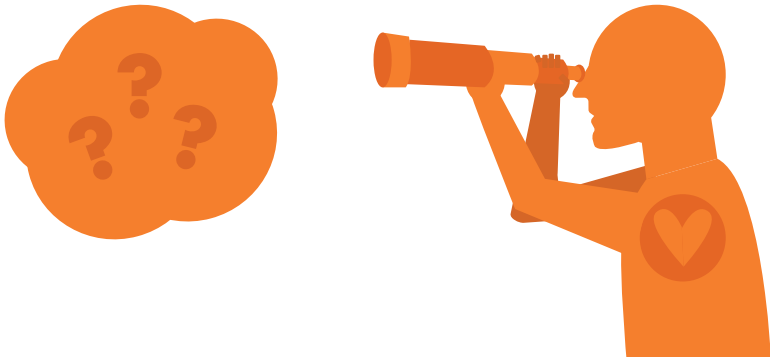


GOOD INTENTIONS

Understand others' purpose *Communication, Active Listening, Building Trust*

The Good Intentions Challenge encourages you to make yourself aware of the driving motivations of everyone who works for you. Feel free to give them some examples, and give your team some time to think about it. When they are ready, let them share it with you and be sure to take note. Ask probing questions to gain a deeper understanding.

Understanding the why behind what motivates the individuals on your team, will allow you to begin seeing their actions in a different light. You may find this challenge transformational for you as a leader. When you're armed with each person's why, you'll be much more effective bringing people's motivations in alignment with the organization's mission, achieving success for both. In this way you'll be putting the puzzle pieces together to help connect everyone's intrinsic motivations in a harmonious way.



MEETINGS 101

Learn how to run a meeting *Communication, Management Fundamentals*

The Meetings 101 Challenge encourages you to hold a training session for everyone on your team about how to run a meeting. Feel free to plan this yourself or delegate it. However, it is important that you come up with a set of guidelines for running a meeting to present at the session. The training should only take 30-60 minutes. The principles should be simple, but powerful. Efficiency with meetings will be increased if your team knows how to run good meetings. Guidelines could include having an agenda, documenting action items, and taking time to follow up at the beginning of the next meeting. Doing the training together will make it easier to implement the new meeting guidelines.



POST MORTEM

Figure out how to do better ***Communication, Collaboration, Transparency***

The Post Mortem Challenge encourages you to debrief after a major project. Consider who you might invite to the debrief. You may want to involve internal or external stakeholders. Prior to the meeting, distribute questions to get people thinking ahead of time. Possible questions could include, "What went well? What could have gone better? What should we do differently next time?" These questions can also serve as the meeting agenda. Be sure to document everything as you go. It is important to avoid the blame game. Also, be sure to dig deeper until you uncover the root cause of problems. Spend time discussing what you could do differently next time and from discussion create a list of action items for future projects. Although conducting a post-mortem review make take time, your team will gain the time back in the development of more effective strategies for future projects.

