



48<sup>th</sup> STFM  
Annual Spring  
Conference

# Calibrating the Leader “Leading Change Live”



# Disclosures

- None of the facilitators of today's workshop (John Franko, Randy Longenecker, Laurie Belknap, and Mark Greenawald) have any conflicts or potential conflicts of interest to disclose
- All of us are members of the STFM Leading Change Task Force 2

# Workshop Objectives

- 1) Recognize the importance of emotional intelligence and in particular self-awareness/management in the development of leadership skills in general and in leading change in particular.
- 2) Discuss the necessity of input from others in the form of feedback for one to optimally develop effective leadership skills.
- 3) Apply emotionally intelligence tools to a present leadership or management challenge or change initiative and discuss how these could positively impact the challenge or initiative.

# Calibrating the Leader “Leading Change Live”



# Emotional Intelligence



“Feelings matter at work”

# Emotional Intelligence

- **Emotional intelligence** is the ability to:
- **monitor** one's own and other people's emotions,
- **discriminate** between different emotions and label them appropriately,
- and **use emotional** information to guide thinking and behavior.

# Mindful Leadership and the Golden Minute





## What is the “Golden Minute”?

- How do we respond/react in the first minute of a conversation, especially a difficult or emotional one
- Remember: every conversation is a leadership conversation



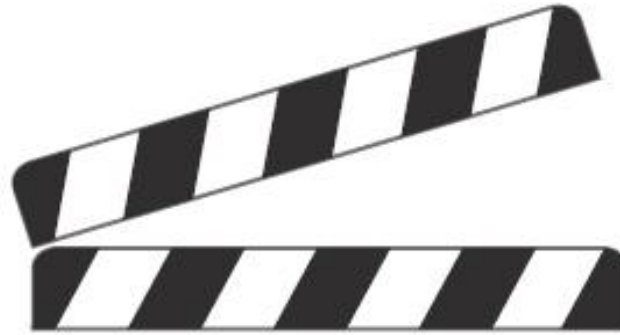
# Changing the Conversation

- What conversation?
  - The one inside our head between our amygdala and our frontal cortex

# Changing the Conversation

- How do we accomplish it?
  - Use our Secret weapon:
    - The **“Pause Button”**

# Let's give it a try!

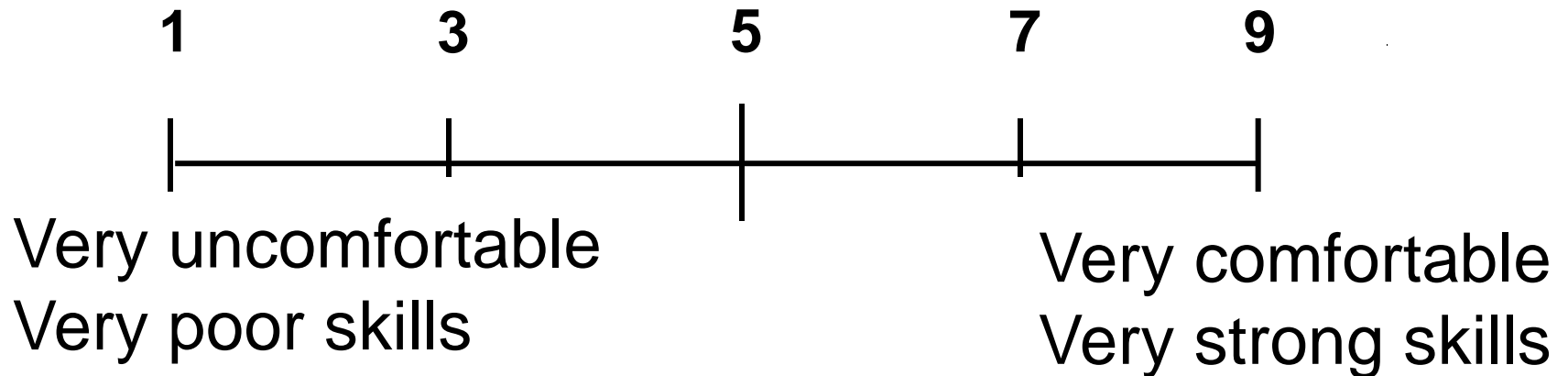


## Practice Conversations Take 1

feed<sup>••</sup>back  
works!

# Please rate yourself

**My ability to  
seek and receive feedback  
from others**



“If another person had  
information about me  
which would make me a better  
physician, leader, teacher,  
colleague, teammate, or friend,  
would I want that information?”

“If another person had information about me which would likely make me uncomfortable, stretch me, bruise my ego, but ultimately make me a better physician, leader, teacher, colleague, teammate, or friend, would I want that information?”





**Feedback**



Known to Self **ASK!** Not Known to Self

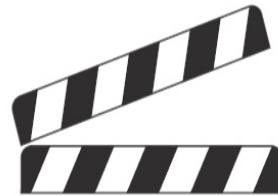
**Known to Others**

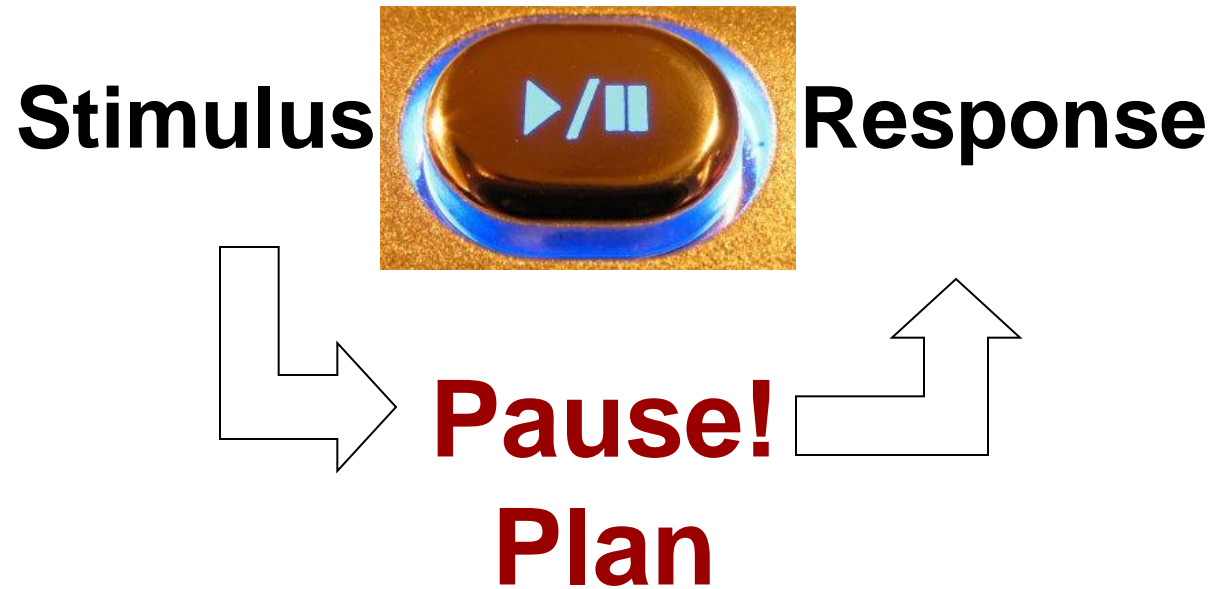
**Not Known to Others**

<p>I</p> <p>Area of Free Activity</p>	<p>II</p> <p>Blind Area</p>
<p>III</p> <p>Avoided or Hidden Area</p>	<p>IV</p> <p>Area of Unknown Activity</p>

**I Plan! ...**  
then **Invite!**

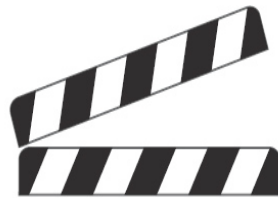
**A  
C  
T**





**I Plan! ...** then **Invite**

**A**ttend  
**C**larify  
**T**hank



# Let's give it a try!



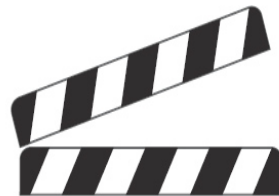
## Practice Conversations Take 2

**I**nvoke

**A**ttend

**C**larify

**T**hank



# The Three R's

**R**eflect

+

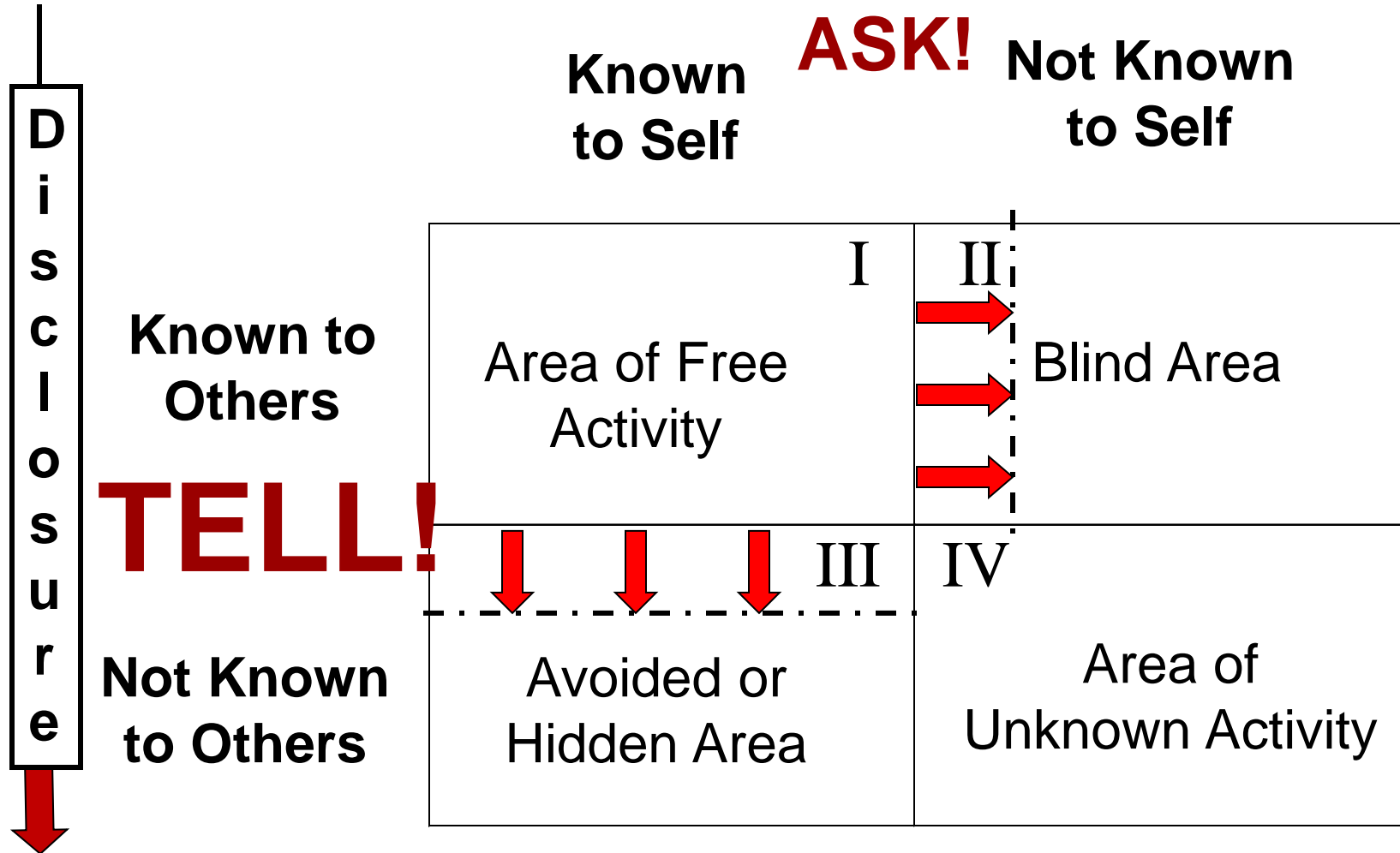
**R**espond

then

**R**eppeat



Feedback



## Now What?

- What are some “leadership challenges” you’re presently facing? How might these principles and skills be relevant and applicable?
- What network do you have for generating honest feedback, balancing your own need for emotional safety with needing to hear the good, bad and the ugly?

# Feedback/Feedforward

- What did you find valuable?
- What specific suggestions do you have for making this workshop even better?

Please evaluate this session at:  
[stfm.org/sessionevaluation](http://stfm.org/sessionevaluation)

# Emotional Intelligence (EI) Brief Assessment

**Strongly  
Disagree**

**Disagree**

**Neither**

**Agree**

**Strongly  
Agree**

1. I am usually aware-from moment to moment-of my feelings as they change
2. I act before I think.
3. When I want something, I want it NOW!
4. I bounce back quickly from life's setbacks.
5. I can pick subtle social cues that indicate others' needs or wants.

**Strongly  
Disagree**

**Disagree**

**Neither**

**Agree**

**Strongly  
Agree**

6. I am very good at handling myself in social situations.

7. I am persistent in going after the things I want.

8. When people share their problems with me, I'm good at putting myself in their shoes.

9. When I'm in a bad mood, I make a strong effort to get out of it.

10. I can find common ground and build rapport with people from all walks of life



# Scoring

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

- **Except** for questions 2 and 3, where it is reversed

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

# Interpretation

- Your score will fall between 10 and 50
- While no definite cutoff scores are available,
  - Scores of 40 or higher indicate high EI
  - Scores of 20 or less suggest a relatively low EI