Knowing You, Knowing Them: Success Secrets for New Supervisors

The biggest investment you'll ever make is the one you make in yourself

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There are many descriptions of personality and behavioral styles. Let’s look at Littauer’s “Wired That Way” to understand four basic styles:

Popular

Powerful

Perfect

Peaceful
Popular Sanguine

• Loves fun
• Charming
• People person
• Likes flexibility
• Positive
• Sense of humor

What might be a weakness of the popular sanguine?
Popular Sanguine

Loves Fun – Parteeeeee!

Charming – Con artist

People Person – Visits too much
Popular Sanguine

Likes Flexibility – **Makes it!**

Positive – **Not always realistic**

Humor – **Sarcastic**
How might the Popular Sanguine leader be perceived by employees?
How might the Popular Sanguine **employee** be perceived by a leader – or co-worker?
Powerful Choleric

- Born Leader
- Sees the big picture
- Delegates
- Loves a challenge
- Likes change
- Unemotional

What might be a weakness of the powerful choleric?
Powerful Choleric

Born Leader – Bulldozer

Sees Big Picture – Ignores details

Delegates – Dumps
Powerful Choleric

Loves a Challenge – Easily bored

Likes Change – Makes change

Unemotional – Seems “cold”
How might the Powerful Choleric leader be perceived by employees?
How might the Powerful Choleric employee be perceived by a leader – or co-workers?
Perfect Melancholy

• Genius Prone
• Analytical
• Self-sacrificing
• Sensitive
• Meticulous
• Schedule-oriented

What might be a weakness of the perfect melancholy?
Perfect Melancholy

Genius Prone – Ø Common sense

Analytical – Analysis paralysis

Self-sacrificing – Martyr
Perfect Melancholy

Sensitive – Moody

Meticulous – Obsessive

Schedule-oriented – Rigid
How might the Perfect Melancholy leader be perceived by employees?
How might the **Perfect Melancholy employee** be perceived by a leader – or co-workers?
Peaceful Phlegmatic

- Easygoing
- Finds the easy way
- Consistent
- Hides emotion
- Witty
- Peaceful & agreeable

What might be a weakness of the peaceful phlegmatic?
Peaceful Phlegmatic

Easygoing – Too laid back

Finds Easy Way – Lazy

Consistent – Doesn’t like change
Peaceful Phlegmatic

Hides Emotion – What’s underneath?

Witty – Sarcastic

Peaceful – Don’t ripple the waves
How might the Peaceful Phlegmatic leader be perceived by employees?
How might the Peaceful Phlegmatic employee be perceived by a leader – or co-workers?
A) Which 2 are: task-oriented? people-oriented?
B) **Who is:**
- the watcher?
- the talker?
- the thinker?
- the doer?
<table>
<thead>
<tr>
<th>Popular Sanguine</th>
<th>Powerful Choleric</th>
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<tbody>
<tr>
<td>talker</td>
<td>doer</td>
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<tr>
<td>Peaceful Phlegmatic</td>
<td>Perfect Melancholy</td>
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<td>watcher</td>
<td>thinker</td>
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**Item B**
c) Who is:
- the support person?
- the creative person?
- the detail person?
- the leader?
Popular Sanguine: Creative
Powerful Choler: Leader
Peaceful Phlegmatic: Support
Perfect Melancholy: Detail
D) Who wants:
   to get it done?
   to get along?
   to get attention?
   get it right?
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How might employees’ personalities clash or complement?

- Popular Sanguine
- Powerful Choleric
- Peaceful Phlegmatic
- Perfect Melancholy
What kind of work environment might they enjoy?

**Popular Sanguine**

people-oriented, "fun"
Powerful goal-oriented, get down to business
Perfect

structured, quiet

schedules, policies
Peaceful

consistent, peaceful

not in the limelight
In your work environment, what specific duties/assignments might they enjoy?

Popular

Powerful

Peaceful

Perfect
How can I communicate with these people?

Popular Sanguine

a. Be friendly.

b. If they need details, put them in writing.

c. Draw them out with open-ended questions.
Popular Sanguine

What will upset them:

a. Being too __________________________-oriented.

b. Monopolizing the ____________________________.

c. Focusing only on ____________________________.
Powerful Choleric

a. Be \underline{brief} and \underline{direct}.

b. Don’t be too \underline{touchy/feely}.

c. Know your \underline{facts}.
Powerful Choleric

What will upset them:

a. Being too ________________ too fast.

b. Seeming to be ________________.

c. Not sticking to the ________________.
Perfect Melancholy

a. Be ________________________________.

b. Stay focused on ________________________________.

c. Use ________________________________ and ________________________________ information.
Perfect Melancholy

What will upset them:

a. Being too flexible.

b. Constant reminders.

c. Not being accurate.
Peaceful Phlegmatic

a. Be specific.

b. Approach through the benefits to them.

c. Get their opinion.
Peaceful Phlegmatic

What will upset them:

a. Skipping the discussion.

b. Making them responsible.

c. Insisting on instant answers.
What impact does my style have on my leadership?

The good…

The ugly
As a supervisor, which style do I struggle with in others?

Why?

Popular
Powerful
Perfect
Peaceful
What can I do to be a more effective supervisor based on my personality style?
Emotional Intelligence: What It Is and Why It Matters in Your Workplace
Here’s where I THINK:

Senses must travel TO the front of the brain before you can think rationally about your experience.

Here’s where I FEEL:

The senses must travel THROUGH the limbic system (the amygdala) to get to the neo-cortex.

Primary senses enter at the spinal cord.
1. Work with a partner(s) to write your own definition of “emotional intelligence”: 
2. EI is the capacity for **recognizing**

our own feelings and those of others, for motivating ourselves and

for successfully **managing** our emotions

in ourselves and in relationships.
3. So, it might be said that EI is being **aware** of the feelings that will be triggered by what you say and dealing **effectively** with those feelings, as well as being aware of and **managing** the feelings inside yourself that are triggered by your perception of your own surroundings, including your senses.
4. Circumstances, events, situations create a belief or perception, which creates an emotion or feeling. That emotion or feeling triggers a **behavior**.

5. In a sense, we have 2 minds; one that *thinks* – our **rational** mind, and one that *feels* – our **emotional** mind.
Based on Goleman’s model, the four components of Emotional Intelligence are:

- **Self Awareness**
- **Self Management**
- **Social Awareness**
- **Relationship Management**
EI – EI – OH!

1. What do the four elements of Emotional Intelligence involve?

- **Self awareness** – recognizing a feeling as it happens.
  
  This element is also a key to better decision-making.

- **Self management** – handling feelings so that your reactions are appropriate.
**EI – EI – OH!**

- Social awareness – your ability to pick up on emotions in other people and understand what is really going on with them. You may understand what they are thinking and feeling even if you don’t feel the same way.

- Relationship management – this is the product of the first 3 skills; your ability to use your awareness of both your own emotions and those of others to manage interactions successfully.
**Self-Awareness**

is...your ability to recognize your own emotions

*as they happen*

and understand your tendency in various conditions.

1. What are some aspects of self-awareness?

   a) Knowing which emotions I’m feeling and ________________
**Self-Awareness**

b) Realizing the connection between my feelings and what I **think**

__________________________, ____________________________, and

**say**

__________________________.

d) Recognizing how my feelings affect my **performance**

(and relationships)
d) Knowing my weaknesses, strengths, and tendencies.

e) Learning from experience.
f) Recognizing the  

 effects  

 of my emotions

g) Being able to shake off a  

 bad mood  


Other aspects…

- Being open to feedback
- Being able to show a sense of humor about myself
- Being persistent in pursuing goals despite setbacks
- Using gut instinct to guide my decisions
- Being honest and having integrity
- Having self-confidence and a feeling of self-worth

Which might you want to work on?
2. Feeling an emotion is not the same as self-awareness. You have to pay attention to your thoughts and physical reaction about that feeling.

3. To have a high level of self-awareness, you have to be willing to tolerate the discomfort of concentrating on feelings that may be negative, and of course, be able to deal with positive feelings as well.

Too often we... enjoy the comfort of opinion without the discomfort of thought.

(John F. Kennedy)
4. Self-awareness also requires a willingness to “read between the lines” of our emotions. For example, anger is almost always a secondary reaction. What’s underneath?

Fear?        Hurt?

Jealousy?    Lack of confidence?

Guilt?
5. Keep in mind that being aware of our feelings also makes for better decision-making.

6. How can you zone in on how you’re feeling?

7. Without self-awareness, we do things we later regret.
8. Remember, it's not self-awareness if it's in **hindsight**.
So the question to ask is...

Can I accurately **identify** my own emotions as they happen?

- Rarely
- Sometimes
- Usually
- Almost always
Self-management is... when you act – or don’t act – on your emotions. It’s your ability to use your awareness of your emotions to manage your own behavior in a positive way. In other words, it’s managing your emotional reactions to situations and people.

1. Some aspects of self-management are:

   a) Managing disruptive emotions and impulses.

   b) Staying calm, composed in upsetting situations.
Self-management

c) Thinking clearly under pressure.

d) Admitting our own mistakes.
Other aspects…

- Acting ethically
- Building trust by being reliable and authentic
- Addressing unethical actions in others
- Meeting commitments and keeping promises
- Taking responsibility for my own performance
- Handling quick change and shifting priorities smoothly
- Being flexible in how I see events
- Seeking fresh ideas
- Generating new ideas

Which might you want to work on?
2. Daniel Goleman says there is no psychological skill more basic than being able to resist impulse.

It’s at the core of all self-control, since every strong emotion has at its root an impulse to action; managing those impulses is basic to Emotional Intelligence.

3. The goal in self-management is control, not suppression. We should be trying to make sure our feelings are in proportion to the circumstances.
So the question to ask is...

Can I accurately **manage** my emotions to a positive outcome?

- Rarely
- Sometimes
- Usually
- Almost always
**Social Awareness**
is…your ability to accurately pick up on emotions in other people and understand what is really going on with them – sometimes “getting” what they are thinking and feeling even if you don’t feel the same way.

1. Some aspects of social awareness are:

   a) Sensing and understanding the \textit{emotions} of others

   b) \textbf{Listening} well

   c) Offering good \textit{feedback}
Other aspects…

- Trying to help based on understanding others’ needs and feelings
- Mentoring
- Being sensitive to differences within the group
- Seeing diversity as an opportunity
- Detecting important social networks
- Acknowledging and rewarding people’s strengths and accomplishments
- Accurately reading the positions in power relationships

Which might you want to work on?
2. People’s emotions are rarely put into words – far more often, they are expressed through other **clues**:

- Tone of voice
- Gestures
- Facial expressions
- Body language
- Change in posture

Which do *you* exhibit?
3. One important aspect of social awareness is **empathy**, which builds on self-awareness; the more open we are to our own emotions, the more skilled we will be in reading the feelings of others.

4. You can’t have **rapport** without empathy.

5. Empathy is hearing the **feelings** behind what’s being said.
6. The mode for the rational (thinking) mind is **words**;

   the mode of the emotions is often **non-verbal**.

7. Be aware not of **what** is said, but **how** it's said.
So the question to ask is…

Can I accurately identify your emotions as I interact with you or in a group?

- Rarely
- Sometimes
- Usually
- Almost always
**Relationship Management**

is...the product of the first 3 skills – self-awareness, self-management, and social awareness. Your ability to use your awareness of both your own emotions and those of others will allow you to manage interactions successfully.

1. Some aspects of relationship management are:

   a) Being a ___________________________

   b) Being effective at ___________________________

   **team-builder**

   **give and take**
**Relationship Management**

c) Listening well, seeking _____________________________ understanding

d) Dealing with _____________________________ issues in a straightforward way

“What makes the people-to-people connection work though, is that, as we humbly realize in the end, we gain as much as we give.”

newglobalcitizen.com
Other aspects…

- Being skilled at persuasion
- Promoting open communication – staying receptive to bad news as well as good
- Stepping forward to lead as needed
- Leading by example
- Recognizing the need for change
- Handling difficult people and tense situations with tact
- Encouraging debate
- Trying for win-win solutions
- Building rapport
- Balancing a focus on tasks with attention to relationships
- Promoting a friendly, cooperative climate

Which might you want to work on?
2. Relationship management is also about the **bond** you build with others over time.

3. Solid relationships are the result of:

   - how you **understand** people
   - how you **treat** them
   - the **history** you share
4. Emotions are contagious.

Example – the way a salesperson says thank you can leave you feeling ignored or resented, or welcomed and appreciated.

Let’s discuss: When have you “caught” someone else’s emotion?

Maybe more importantly, when have you caused someone to CATCH YOURS???
5. Part of relationship management is being aware that we send emotional signals in every encounter.
6. For good relationship management, when you are giving feedback:

a) Be **specific**

b) Offer a **solution**

c) Be **there** - face to face and in private

d) Be **aware** of the impact of what you say
So the question to ask is...

Can I \textit{manage} the interaction I have with you in a constructive way with a positive outcome?

- Rarely
- Sometimes
- Usually
- Almost always
Let’s discuss:

1. What might be some results of **high EI** in the workplace?
Let’s discuss:

2. What are some challenges to developing higher EI?
Let’s discuss:

1. What’s in it for you to increase your EI skills?
2. Take time to **reflect** on daily events and your reaction to them.

3. Stay **aware** of your tendencies, weaknesses, and strengths.

4. Make a **consistent** effort to cultivate relationships.
5. If you choose to work on your EI skills, remember that it will take 3 – 6 months to see a change.

- Work on 1 skill at a time (listening? empathy?). The others will improve by osmosis!
- Share your goals with a person you trust – you’ll be 10 times more likely to achieve them (accountability).
- Practice – you have to train your brain to adopt a new behavior.

“Motivation gets you started. Habit keeps you going.”
- Jim Rohn
6. The more you think about what you’re **feeling** and do something productive with those feelings, the more developed the path between what *you feel* and what *you think* becomes.
7. Which tips will help you increase your EI?

- Label feelings, not people
- Discern thoughts from feelings
- Take more responsibility for your feelings
- Use feelings and facts to make decisions
- Show respect for other people’s feelings
- Feel energized, not angry
- Affirm other people’s feelings
- Practice getting something positive from emotions
- Don’t advise, command, control, criticize, judge or lecture others
  - (circle those words that apply!)
- Avoid people who lessen your self-worth
Specific tips for each of the 4 fundamentals:

- **Self-awareness**
  - Self-management
  - Social awareness
  - Relationship management

Which will help YOU?
So the question to ask is…

Will I choose to do anything about my Emotional Intelligence?

☐ Yes, this is exciting stuff!

☐ No, this is too “touchy/feely” for me.

☐ Maybe – I’ll see how I feel next week 😊
Let’s discuss:

What specific steps can I take to improve my own emotional intelligence in my workplace?
Delegating: When, How, and to Whom?
What’s the Big Deal?
A few reasons delegating is important...

Which reason is most important to you?

More time to manage
Time to do my work
Builds trust
Develops people
A few **more** reasons delegating is important...

- Shares the workload
- Trains your replacement *(gasp!)*
- Shows confidence
- Improves morale
And *more* reasons delegating is important...

Increases productivity
Increases retention
Increases “revenue”
More viewpoints
Cuts costs
Makes work more fun!
So what happens when we don’t delegate effectively?

Team members get bored

There is a lack of motivation

We cost our organization $

Our team members can’t grow

People – good people - leave

No new ideas
So...why aren’t we better at it?

Anything you can do, ..... 

We feel threatened *(ouch!)*

Our employees are “lazy”

Risky business

We like to do that task

We don’t trust them
We want the recognition

We just don’t have time

Good old-fashioned...

g u i l t
What is *MY* biggest obstacle?

*When obstacles arise, you change your direction to reach your goal; you do not change your decision to get there.*

*Zig Zigler*
Taking It To The Next Level
9 Ingredients in RICETWICE
Instructions
Completion date
Expectations
Talent
Why
Input
Checkpoints
Empowerment
Of the 9 areas we just discussed, which one(s) do you need to become more aware of?
A Bird’s Eye View
First things first…

1) **Prioritize**
assignments, decisions, and other work.
2) Decide which tasks can be delegated
3) Analyze your staff and decide who could best handle each assignment.
4) Delegate the assignment.
5) Control the delegation.
What are your strategies for success in delegating?
What is one “key” I’ve discovered at today’s session on delegation?

How can I use this information to become a better delegator?
Key Points to Consider

FYI
Creating a Motivating Environment
FAVORITISM – The Poison that Kills

The Causes, Clues, and Results of Favoritism in the Workplace
Causes…

Personalities

Romance

Lack of time
Causes…

- Sympathy
- Relationships
- Discrimination
Clues…

Extra time off

Leniency on rules

Easier work
Clues…

Better treatment

Lower expectations

MORE WORK!
Results...

Low morale

Poor productivity

Loss of GOOD employees...
Results...

Constant friction

Sabotage

Lawsuit
How to Avoid Favoritism:

1) Talk to employees with the same consistency.

2) Pay as much attention to employees whose interests are different than yours as to those with whom you have a lot in common.
3) Find something to appreciate about every employee.

4) Rotate less desirable jobs, when possible.

5) Communicate your expectations to everyone.
MOTIVATION ~
WHAT IS IT & WHAT DOES IT MEAN?

1. You can’t motivate others, but you can create a motivating environment.
2. Internal motivation = ________________what you do.

   External motivation = to get ________________.
3. Money helps people go to **sleep** at night,

but it’s not what gets them out of **bed**.
4. People tend to be motivated by

feelings and

values, not facts

and logic
5. Motivated employees = high morale.
6. High morale results in employees who usually:

- treat __________________________, __________________________,

  patrons  co-workers

  supervisors

  __________________________with more respect.
• get more done and share more ideas.

• look forward to coming to work.

• contribute more actively.
• weather ___________________________
  with you.

• serve as ____________________________________.
7. List 3 things that can be influenced by “morale”:

- attracting employees
- keeping employees
- productivity
- absenteeism
- our library’s image
Describe a time when you felt you were working in a “motivating environment”...

What MADE it a motivating environment?
15+ “No – or Low – Money” Motivators
Your attitude – lead by example

Seek their ideas – and USE them

Pass out lifesavers, “Bliss”, etc.

Keep them posted – rumor control

** Give them challenges
Post-it notes to say thanks

- Themed casual days

- Invest in them — through training
Have them recognize each other

½ hour coaching session - quarterly

Celebrate! Achievements, etc.

Sincere praise

Employee appreciation day
“Laugh-a-day” challenge

Rotate a double lunch hour

Create a “your dept.” day
Campaign buttons w/pictures

Traveling trophy

Random-acts-of-kindness week
Golden paper clip award

Thank you notes

Praise cards
Ask the board to get involved

Don’t forget part-timers and volunteers!
For “Fun” Holidays, Go to:
www.wellcat.com
or
www.brownielocks.com

☑ December is “National Nutty Fudge” month

☑ December 2 is “National Mutt Day”
For inexpensive “toys” and giveaways, go to www.hobbylobby.com, www.windycitynovelties.com or www.orientaltrading.com

(This information is under “Resources” on page 26)
One thing I **will do differently** to create a motivating environment as a result of what I’ve learned today...
A

L o o K

Inward...
Page 26 is a Bonus

Section for your use
It really is Your choice!
What is **one thing** you’ve learned today that you will apply immediately?
Now, go and be the great leader you were meant to be!!