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Hi, this is Dr. Ben Dilla. Thanks for that introduction, and welcome to the session on strength based emotional intelligence. I believe this is one of the most critical skills that you can have throughout your career. But especially in the first job in the first organization that you join, after graduation. In my case, I went to a military service Academy to the Air Force Academy, I had hoped to go on immediately to graduate school. But the Air Force lost funding for that program when I was a senior. And so I went into the field of aircraft maintenance, not turning a wrench on an airplane, thank goodness. But I was supervising teams of specialists who did exactly that. It was pretty much a 24 seven operation. It was very challenging, wasn't really necessarily what I had hoped to do. But what a great learning opportunity it was, because I really learned about the flying mission of the airforce firsthand. And I had a lot of relationships that lasted over an entire 20 year career and had the opportunity to practice general management and leadership. Early in my career. The first branch that I supervised as a young officer had 100 people in it. And so it was a great leadership opportunity. And I hope you'll have that mindset as you go into a new organization, even if it's not exactly what you hoped for, even if it's not exactly the thing you were aiming for. There's always opportunity for learning. So I like to think of this area as bringing your best self to work. everything that has to do with your personality, your temperament, your skills. But also, as you bring your best self to work, you want to become even better. Everything that's been researched on careers for generations has shown the importance of the first job that you hold how it sets the tone for your career. And so I think you really want to view it as that learning opportunity. So three things that I want to do with you today. Number one, I want to talk about learning the culture of the organization that you join after graduation. Secondly, to consider how your core talents, the strengths that you have, really create a mindset around emotional intelligence and

how you approach relationships at work. And thirdly, how those same strengths also provide a toolkit for enhancing your emotional intelligence to deal with particular challenges that you'll face in the organization that you go to. So let's jump into it. So number one, you want to learn the culture of the organization that you join. Some things that you want to consider as you observe and go about your day is number one is this primarily a task oriented or a people oriented organization. All organizations employ people to accomplish a task, a goal a mission. But cultures tend to emphasize either the task that needs to be done or the people that are doing that work. And you probably have your own preference in terms of Are you very goal oriented? Or are you more people oriented? So that's one factor you want to consider as you look at culture. Secondly, is this what we'd call a medium paced or a fast paced organization, we used to say slow paced or fast paced, but I don't think any organizations today are really slow paced. Most everybody's working hard just to keep up with new technology, new challenges and so on. And so it might be a medium paced organization and a more stable industry or it might be a very fast paced organization in a leading edge kind of organization.



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Thirdly, you might consider does the organization tend to emphasize especially for new employees, performance goals, or learning goals. Now, obviously, in any organization, you do have performance goals, goals for production or sales or whatever the case might be. But many times from new employees. organizations will also emphasize this is a learning opportunity, or read just recently about an organization that brings new graduates in for a first year experience in a college dorm. type of setting kind of a boot camp experience. And so the emphasis there is clearly on learning the company learning the processes, and establishing your career. But even if you don't have that opportunity, if you're in an organization that emphasizes performance goals, you should set for yourself some learning goals, to take advantage of the opportunity that you have, as a new employee, to ask questions, to kind of learn the ropes of the organization. And, and just learn as much as you can towards doing that job. years ago, I wrote a book called the ropes to skip and the ropes to know. And it talks about, basically, it's a modern day parable about an individual fresh out of college who joins an organization and a whole cast of fictional characters that are a part of that organization. And they basically walk through examples to show how, how that person over time learned the organization and how to function most effectively. And I'll share that as a resource at the end of the presentation. So performance or learning goals. So how do you do that? How do you learn the culture of your organization? Well, one, and you may have done this already, if you've signed on with a company, you probably went to their website, you looked at publications like their annual report, maybe their sustainability report, you looked at things online, to give you an idea of what's this organization all about. Now, that may or may not be accurate. But

it usually will tell you at least what the organization aspires to be, how they, how they want to portray themselves, how they want to be, perhaps in the future, and maybe how they really are today. As you get into the organization, of course, you're going to observe behavior, and the consequences of that behavior. So you want to pay attention to what people are doing, what gets rewarded, what gets ignored what gets punished in an organization. So what does the organization show that it values by the behavior that it rewards. And that of course, you can ask people, you can talk to your manager, other team members, longer term employees, wherever they may be in the organization, they're going to have a lot of insight into what the culture is maybe what it has been, how it's changing. And that's all very insightful. Now, clearly, that may point up some challenges for you, for example, you might be a very people oriented person, you love to collaborate and be a part of a team. And you find yourself in a very task focused organization, where it's all about those performance or production goals. And people don't put a lot of emphasis on collaboration and teamwork. My expectation to you though, would be, you bring something very valuable and being a team oriented person. And so you, you want to move forward and operate in that manner. But you may have to couch that in kind of production or task oriented terms for to be fully appreciated in the organization. So let's think about how emotional intelligence plays into how you fit in the organization. So So first, I'm going to encourage you to assess your emotional intelligence. And most of what I'm sharing here is based



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on the work on emotional intelligence, it's been around since the early 90s. Daniel Goleman specifically talks about four key components of emotional intelligence. Emotional intelligence is all about you, and others in the context of first awareness, and then management of emotions. So on the south side, you have self awareness, being aware of your own emotional state, exercising self control, demonstrating confidence. On the management side. It's also about self control, adaptability, to circumstances, and your motivation to accomplish various things. In dealing with others, you want to have that social awareness, empathy, recognizing emotion in others, and political awareness, meaning, awareness of how things operate in a team in a department in the overall organization. And then relationship management which is all the things you do from a management standpoint with others, so we don't manage emotion and others. We can't control that, but we can manage relationships in the context of emotion. And this comes down to skills like your communication, how you influence others. dealing with conflict, how you work as part of a team, collaborating with others. So those are the components. And you might think about which of those four you come most naturally? And where do you have the most room for growth. Specifically, as I mentioned, I'm going to talk about a

strength based approach to emotional intelligence. For this, I'm going to ask you to consider your strengths. And I'm using the framework that comes from the Gallup organization. Gallup has a tool that they've used for a number of years called Strengths Finder, or more recently, has been renamed as Clifton strengths in honor of Dr. Don Clifton, who originated the tool. And strength finder talks about 34 strength themes that cluster in one of four domains, as you see indicated here. And again, whether you've taken the strengthsfinder assessment or not, I want you to consider where your core talents may lie. The assessment gives you your top five themes out of the 34. Typically, you'll have several string themes that cluster in one of these domains. So first, their strategic thinking, which is really in the cognitive realm is about analysis and problem solving. laying out a strategy or a plan, thinking about the future, connecting ideas together. The learner theme is one of the most prominent in the Gallup database, because they work with a lot of students as well as business people. So if you have the love of learning, chances are you have one or more strengths that cluster in this strategic thinking, well, secondly, is executing, executing is all about getting things done. Bringing structure in order to tasks making things happen. Again, one of the most prevalent themes in the Gallup database is achiever. People who like to set and achieve challenging goals, or responsibility, where you work based on values and principles, or discipline, where you lead a very disciplined life, you you tend to bring a lot of structure to things. So those are all skills and executing and getting things done. Third is the influencing realm. And this focuses on having an impact on people taking charge communicating, getting what's needed from people, you can almost think of it like kind of selling skills, now getting other people involved in a task and committed to what the team is trying to do. And then finally, there's relationship building, and relationship building. It's all about that individual relationship, strengthening it, and also creating the synergy that comes in working as part of a team. So again, I want you to think about maybe even pause the presentation, and make note of where your individual strengths may lie in these four domains. Because that's going to set the stage then for what we talk about with strength based emotional intelligence.



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So first of all, you want to understand your strengths mindset for emotional intelligence. What that looks like, is this chart here. That essentially the strategic thinking and execution domains, if you tend to have strengths in those areas, like I do, all of my top five strengths are either in strategic thinking or execution. And they tend to line up well, with the self side of emotional intelligence, self awareness, and self management, knowing one's own emotions, being disciplined, having self control, being a responsible individual. So if you have strengths in that area, chances are your emotional intelligence is probably strong. On the self side. If you tend to have strengths in the influencing and relationship building skills, like my friend, Maya, she's the kind of person who kind of lights up a room

when she comes in, she's always connecting with people. She just kind of has that natural temperament and approach that really relates well with others. And so she's just innately strong on the other side of emotional intelligence and social awareness and relationship management. So knowing where your strengths lie, probably tells you a good amount about where you have strengths from an emotional intelligence standpoint. So you first want to do that assessment to understand where you have strength but also, I believe your your shrinks allow you to apply a toolkit for enhancing emotional intelligence, no matter what your strengths are. And that's kind of the intent of this diagram is showing all four domains, pointing in various directions to all four components of emotional intelligence, to say that no matter what your strengths are, you can apply them to enhancing emotional intelligence aligned to the needs of the organization that you're a part of. And so, for example, to take out of strategic thinking, My number one theme is the learner theme. Again, one of the most common in the Gallup database. So while I may, by nature be more aligned with the the self awareness and self management, I can take my love of learning and apply it to any skills out be that empathy and social awareness, or communication and influence and conflict management in the relationship management area. I love to learn and so breaking down a challenge and looking at new skills and building them is something that that I enjoy doing. And it's a good application of the learner theme in enhancing emotional intelligence. So that's the basic idea is that you take whatever strength you have, and apply it to the area that you're trying to work on. GE always want to do that in the context of what are the particular organizational challenges, the job challenges that you face in a situation? And so, remember, start by assessing your context, the culture of the organization, how well do you fit in that? What are the areas of possible mismatch that are going to be a challenge to you. Secondly, assess your emotional intelligence based on your strengths. So do you tend more to the south side or the other side of emotional intelligence. And then thirdly, apply your strengths toolkit to enhance emotional intelligence. And want to end by sharing some resources with you. So few of the things I mentioned along the way, one, the book, the ropes to skip and the ropes to know, this kind of modern day parable with a lot of lessons about organizational behavior. Just in 2016, I believe they issued the ninth edition of that book. And so I'd encourage you to pick up a copy and look at that



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site. Secondly, I've mentioned emotional intelligence. And so we use this particular book in a class that I teach for the University of Dallas, emotional intelligence. 2.0 is a great overview of those four areas of emotional intelligence. And the book actually includes a code for an online assessment where you self assess skills and those four areas. I mentioned the work of Gallup, and so I would recommend picking up either the strength finder 2.0 by Tom Rath, or strength based leadership, my wrath and very country, where

they they talk about strengths, specifically in the context of leadership. That one's good because they talk about each of the 34 themes in the context of how you go about leading or working within a team. And so it really shows the applicability of every strength to what you need to do to be successful as part of a team. Finally, I want to give you a connection to me, which is my website, bold leader development calm. The work I do is mainly around these assessments, debriefing reports with people, or ongoing coaching relationships, team building, and training for organizations. So if that fits a need for you or your organization, please reach out to me. If you go to my website, you'll get a pop up that shows a free complimentary paper on emotional intelligence, using your strengths. So you can learn more by downloading the paper and get on my mailing list. So with that, I'm going to wrap up. Again, we've talked about strength based emotional intelligence or bringing your best self to work. And I hope this is helpful to you in the next step in your career, and for ongoing success in the future. Thanks for listening and please reach out to me, let me know how I can help. Thank you.