

## BEING A LEADER

Takes responsibility and acts with integrity based on strong self-awareness and continuous reflection



### Self-awareness

Emotions drive behaviour – at work and everywhere else. Courage, resilience and creativity all require a level of self-awareness and control of emotions as well as a capacity to step outside our comfort zones. As managers, we need to retain our capacity to problem solve and think differently, whilst holding and containing the discomfort in ourselves and of others around us.

### ACTIVITY

#### ● Self-audit – Emotions

Getting a clearer sense of oneself and one's emotional competence can be helpful when managing others. It often provides some insight into why you avoid certain people and situations. You then have the choice to adjust your behaviours to correct for these biases.

Think of your own knowledge and experience of each of these 4 emotions.



Sadness



Anger



Fear



Joy

#### Rate yourself out of 10 for how you are at this moment:

1 = 'I'm not good at feeling and managing this emotion in myself at all.'

10 = 'I'm very good at feeling and managing this emotion in myself.'

#### Now rate yourself, in relation to how effective you are at dealing with this emotion in others?

For example, when a colleague comes into work in a low mood again, do you feel impatient or empathetic – or something else? Do you go towards them or stay away?

What about if a colleague is angry?





Where are you most challenged? What impact does this have on your management practice? What might you do to usefully stretch your comfort zone?



## LEARNING ACTIVITIES FOR MANAGERS

Takes responsibility and acts with integrity based on strong self-awareness and continuous reflection

### ACTIVITY

#### ● Self-audit – Integrity

Acting with integrity is easy to do when things are going well. It's when things go wrong that our principles are tested.

How easily are you able to act with integrity when things go wrong?

- Have you ever taken credit for work that wasn't yours? YES /NO
- Have you ever blamed someone else for something that you played a part in? YES /NO
- Did you immediately say a resounding NO to both of the above? YES /NO

Now ask yourself the first two questions again. You may find your answer is not quite as confident. In the heat of a difficult conversation or a public grilling for example, very few of us act perfectly fairly and without trying to come out of it looking as good as we can.

If we take time to reflect on our own motivations, the context in which we are being asked to respond and account for what triggers unhelpful feelings in us, we can choose to act with integrity. Sometimes this means holding our hands up when we don't want to, holding ourselves to account. Sometimes the blame game looks easier. Acting with integrity means not necessarily choosing the easy path, but the right one.

The Austrian psychiatrist and philosopher, Victor E Frankl asserted that 'Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.'

It is also the space that contains our integrity. We become aware of our choices.

**Stimulus (something happens)**



evokes →

**Thoughts and feelings**



which drive →

**Pause**



**You have choices**

Think of a situation involving others when things went wrong – a conversation or a project.

- What part did you play in the negative outcome?
- Could you have 'done better'?
  - Did you choose your response or did you react in the moment?
  - With hindsight, what could you have done differently?

Describe your experience below.



Complete the Reflection sheet