

## Season 2

A Podcast With

Dr. Steven
Stein



New season starts May 23













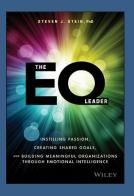


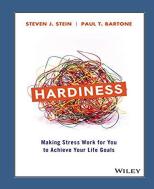
# NURTURING RESILIENT LEADERSHIP: DEVELOPING HARDINESS AND EMOTIONAL INTELLIGENCE

MHS

FOUNDER AND EXECUTIVE CHAIR, MHS

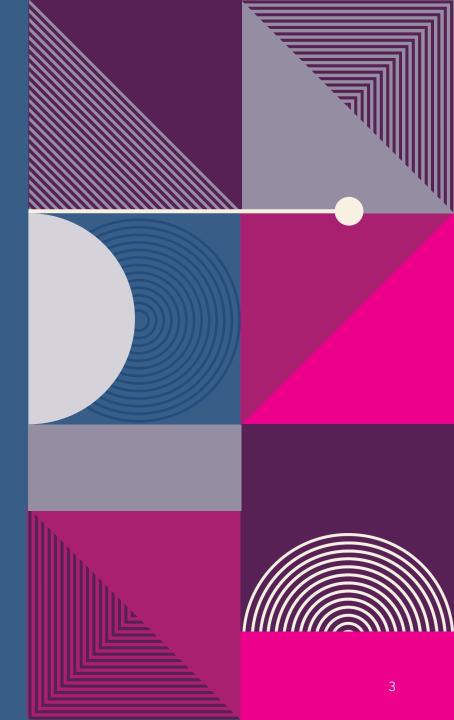
DR. STEVEN STEIN,





# HIGH PERFORMING VS LOW PERFORMING ORGANIZATIONS AFTER THE PANDEMIC







#### The Great Reset

How High-Performing Organizations Build HR Business Partnerships to Thrive in the Resilience Economy



241 respondents. Of these, 75% are headquartered in North America.

"We are living in a new, 'resilience economy' in which uncertainty has become the norm, and change is constant. This requires a new level of agility from both HR practitioners and people managers."



## HIGH PERFORMING ORGANIZATIONS

FIGURE 8 Does your organization invest in your individual development in the following areas? (Yes, I receive sufficient support.) High-Performing All Other Organizations Organizations 71% Emotional intelligence and professional skills 33% 74% Consultation and collaboration skills 36% 79% Coaching and team development abilities 79% Employment and labor law 39% 70% Business and financial acumen 29% **72**% Project and change management 31% 65% Maintaining knowledge of trends and evidence-based practices in HR 38% 54% Data analytics skills 26% 47% Marketing and communication skills 20%

"The recipe for success is pretty similar whether you're in the public or the private sector. The most important ingredient for that recipe is to have staff that have the technical HR expertise, but who then also know the business....Once you understand the business as a human capital

## HOW HIGH PERFORMING COMPANIES INVEST IN THEIR PEOPLE



WHAT DIFFERENTIATES GREAT LEADERS IS THEIR ABILITY TO RESPOND TO CHANGE





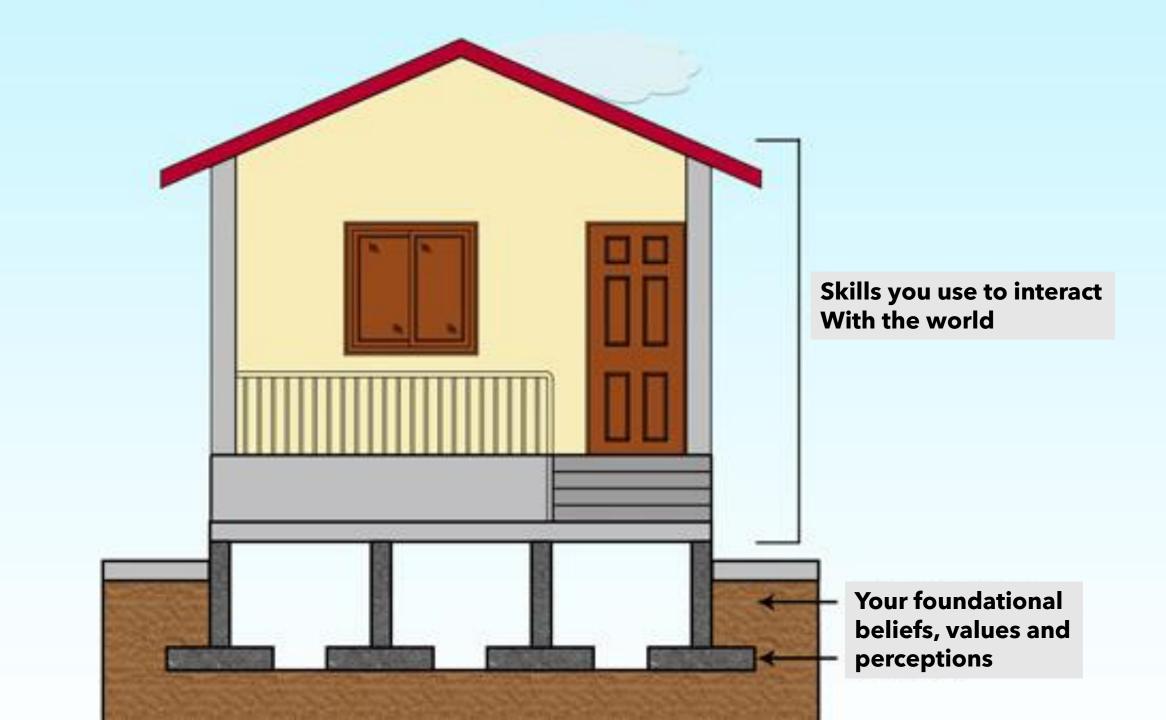
# Strategy

Attitudes, Values, Perceptions, Mindset







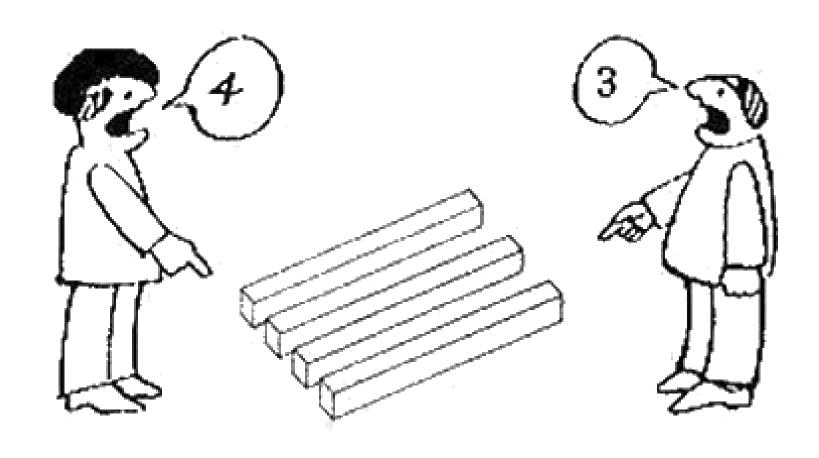


### START WITH OUR VALUES



#### What are Our Core Values?

# "We Don't See Things As They Are,



We See Them As We Are." - AN

## Can We Change Our Perceptions of Work?





# MINDSET

Fixed Mixed Growth



# MINDSET MATTERS: 84 ROOM ATTENDANTS

The work you do is hard

It's important to exercise

Control (40)

The work you do is exercise

It exceeds the Surgeon General's recommendations for daily activity

Informed (44)

Crum, Alia. J., & Langer, E. J. (2007). Mind-Set matters: Exercise and theplacebo effect. *Psychological Science*, *18*, 165–171. doi:10.1111/j.1467-9280.2007.01867.x

# PERCEPTION OF EXERCISE (MINDSET)

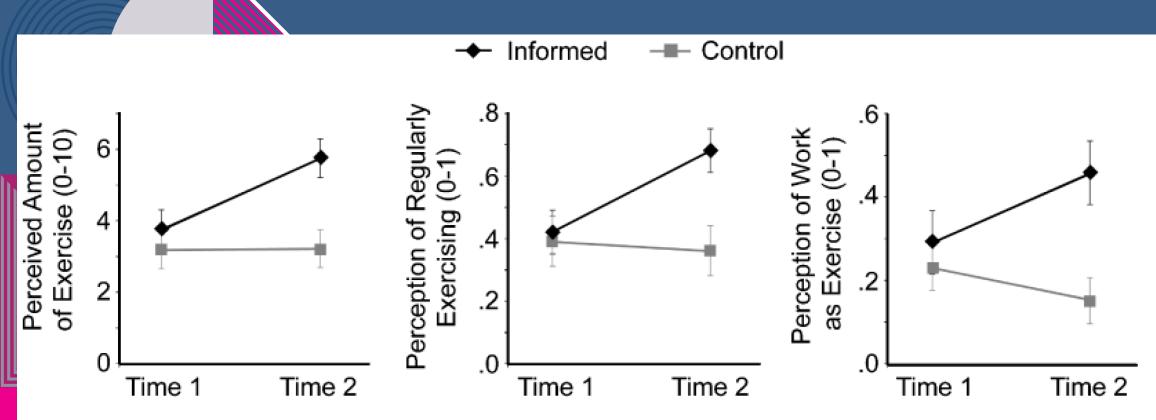


Fig. 1. Changes in self-reported exercise as a function of time and group. Bars denote standard errors of the means.



Informed group lost an average of 2 pounds

Lowered their systolic BP by 10 points

Significantly healthier as measured by:

\*Body-fat percentage,

\*BMI (body mass), and

\*WHR (waist hip ratio)



DO YOU HAVE A POSITIVE LEADERSHIP GROWTH MINDSET?

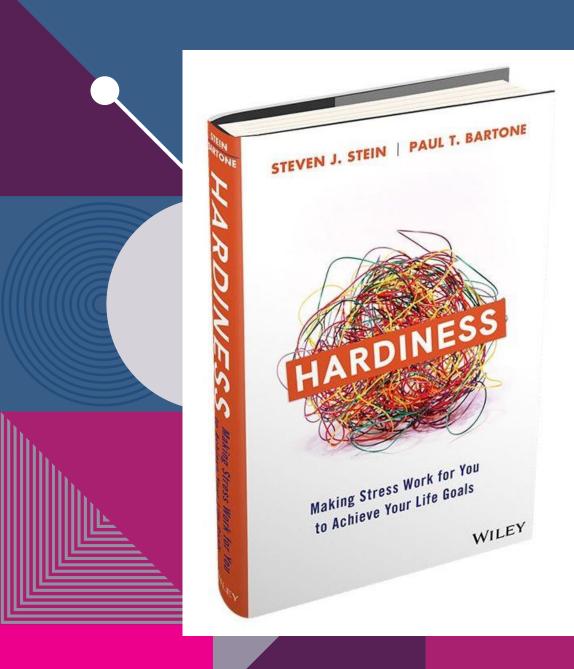
## What's your mindset?

#### **FIXED MINDSET**

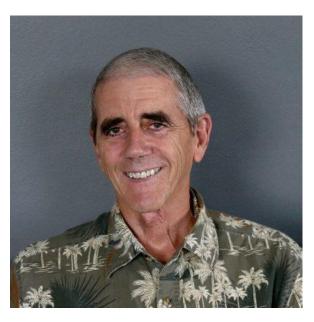
- Work sucks.
- We can't change the culture around here.
- Why bother looking for or trying new things?
- It's not the time for new ideas.

#### **GROWTH MINDSET**

- I love what I do.
- There's a lot we can do to get people more engaged.
- Learning about how successful companies are succeeding is a good use of my time.



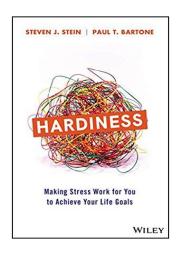
# WHAT DOES IT MEAN TO BE HARDY?



# Colonel Paul T. Bartone, Ph.D. (US Army, ret.)

Visiting Research Fellow, National Defense University's Institute for National Security Policy;

Formerly US Army Senior Research Psychologist; U.S. Military Academy, West Point.



3 C's

## Hardiness Mindset (3 C's)

#### Commitment

- deeply involved and interested in life, the world;
- socially aware and engaged, self-aware

#### Control

 belief you can influence events in your experience

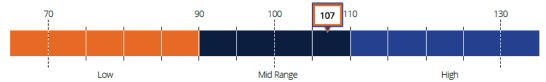
#### Challenge

seeing change as a challenge & chance to learn



# Measuring Hardiness with the Hardiness Resilience Gauge (HRG)

#### **TOTAL HARDINESS**

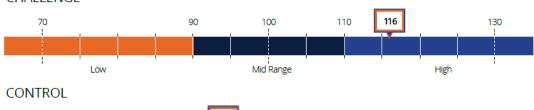


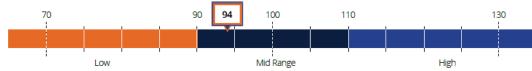
#### What your score means

- Your result indicates that your total level of hardiness falls in the Mid Range.
- You are usually prepared to tackle stressful situations that come your way. You may experience the negative
  effects of stress from time to time, but you are typically capable of responding to most stressful situations in
  a healthy manner.
- You likely have the coping skills necessary to help you deal with stressful circumstances. For example, rather than trying to ignore or avoid the stressful situation, you likely try to figure out how to fix it.

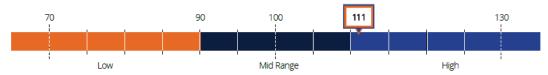
#### HARDINESS SUBSCALES

#### CHALLENGE





#### COMMITMENT







# **Commitment:** Find Your Life Priorities





# PRIORITIES

1.

2.

3.





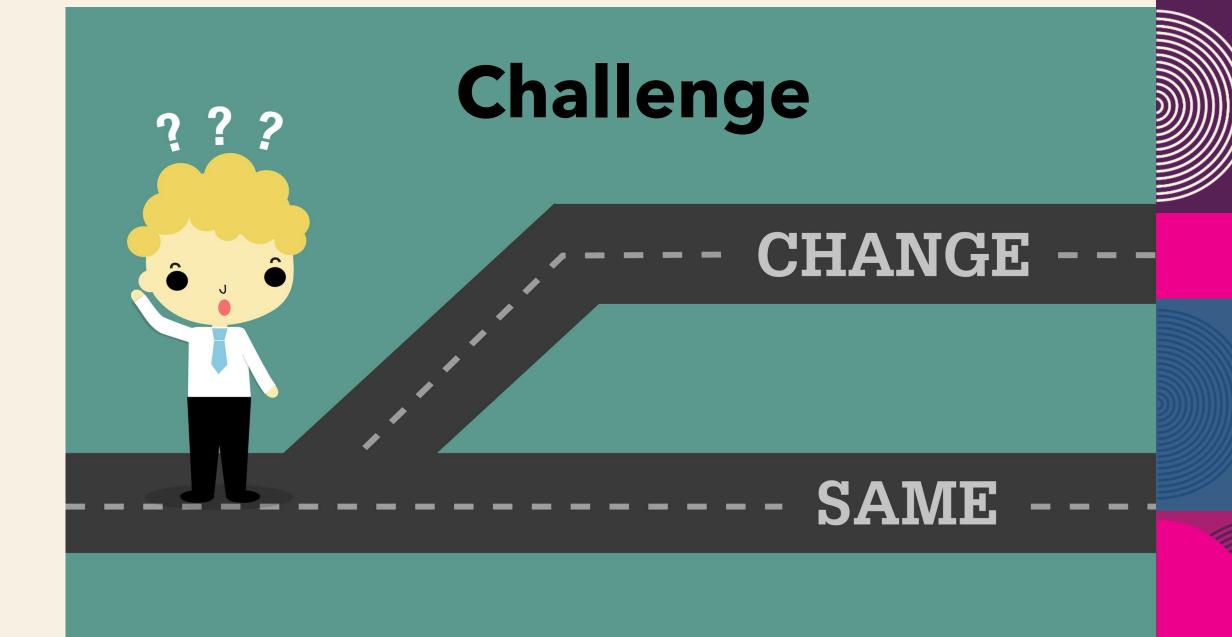
#### **Internal**

Believe they are in control and take responsibility for their own actions

#### **External**

Blame external forces for their own circumstances









# WHAT IS EMOTIONAL INTELLIGENCE?



1. THE ABILITY TO IDENTIFY EMOTIONAL INFORMATION IN ONESELF AND IN OTHERS



# 2. THE ABILITY TO MANAGE EMOTIONAL INFORMATION IN ONESELF AND IN OTHERS

3. THE ABILITY TO FOCUS EMOTIONAL ENERGY ON REQUIRED BEHAVIORS TO GET THINGS DONE



WHAT DO WE KNOW ABOUT PEOPLE HIGH IN EMOTIONAL INTELLIGENCE?



# THEY ARE SELF-AWARE



# THEY EXPRESS THEMSELVES WELL

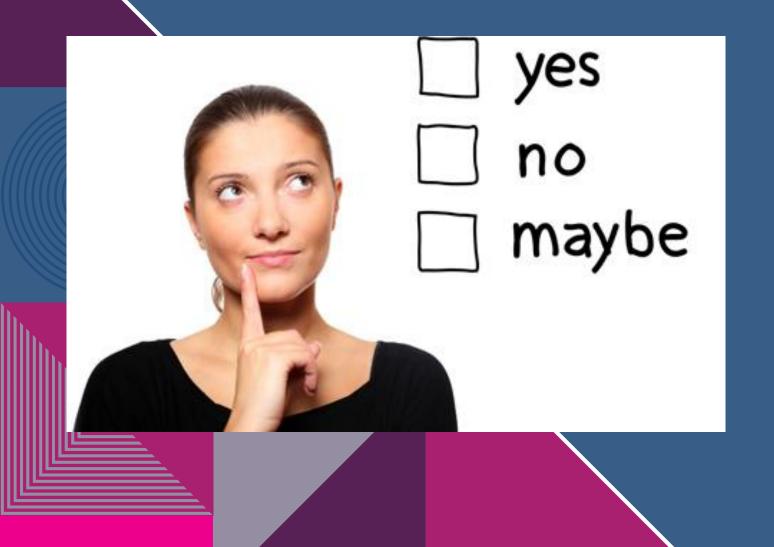




# THEY HAVE GOOD INTERPERSONAL SKILLS



# THEY'RE ADAPTABLE



# THEY MAKE GOOD DECISIONS

# THEY HANDLE STRESS WELL



#### Leader Emotional Intelligence Benefits Teams



Greater job satisfaction



Improved performance



More citizenship behaviors



Increasing a manager's interpersonal skills from the 10th to the 90th percentile predicts a 60% reduction in turnover.

Hoffman & Tadelis, 2021

Miao, C., Humphrey, R.H., Qian, S. (2016 & 2018)

## EQ-i 2.0<sup>®</sup> Model

Consists of General El, 5 Composites & 15 Subscales

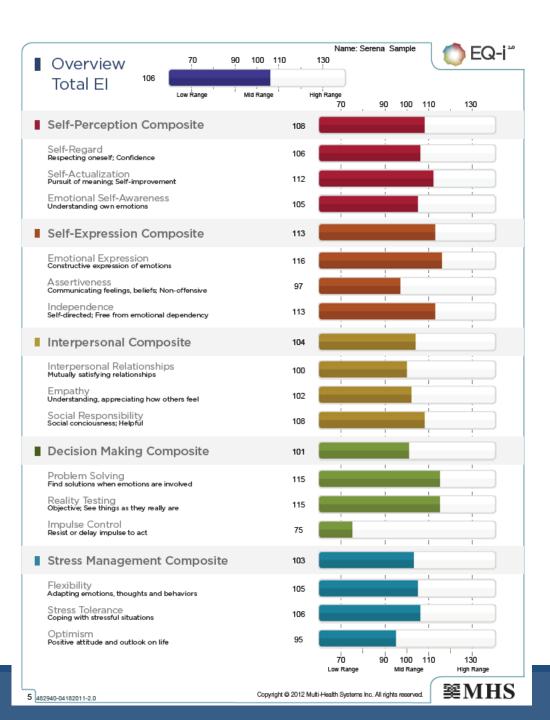
- 1. Self-Perception: Perceive Ourselves
- 2. Self-Expression: Express Ourselves
- **3. Interpersonal**: Develop & Maintain Social Relationships
- **4. Decision Making**: Use Emotional Information in an Effective & Meaningful Way
- **5. Stress Management**: Cope with Challenges



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#### Measuring Emotional Intelligence with the EQ-i 2.0



# SELF-AWARENESS

A program on emotional intelligence has to start with building an awareness of your own emotions - not only recognizing what you are feeling, but why you are feeling it. You need to be able to do this in the moment, not afterwards.



## COACHING LEADERS EFFECTIVELY

#### Start with self-awareness:

- Are they aware of their emotions?
- Do they know their emotional triggers?
- What takes them out of their comfort zone?
- Are they aware of changes in emotions?
- How are they managing those emotions?
- How do they replenish their emotions?
- Are they able to proactively use visualization of emotions for challenging situations?

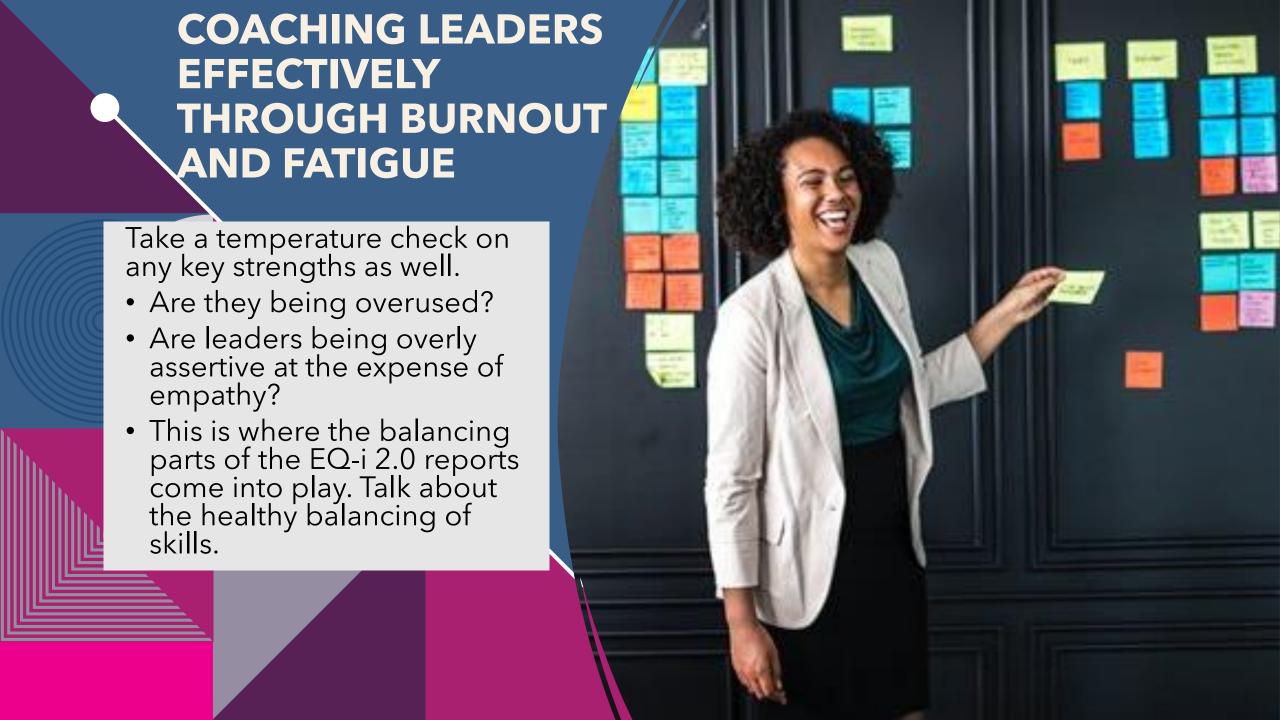


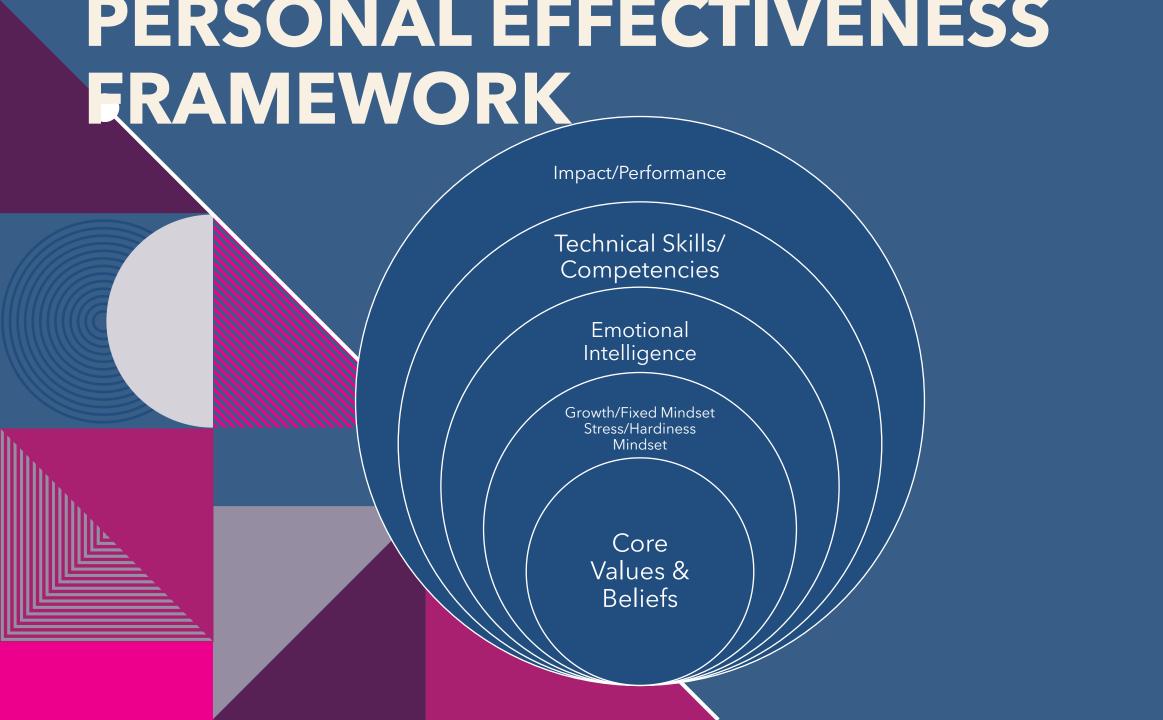


#### COACHING LEADERS EFFECTIVELY

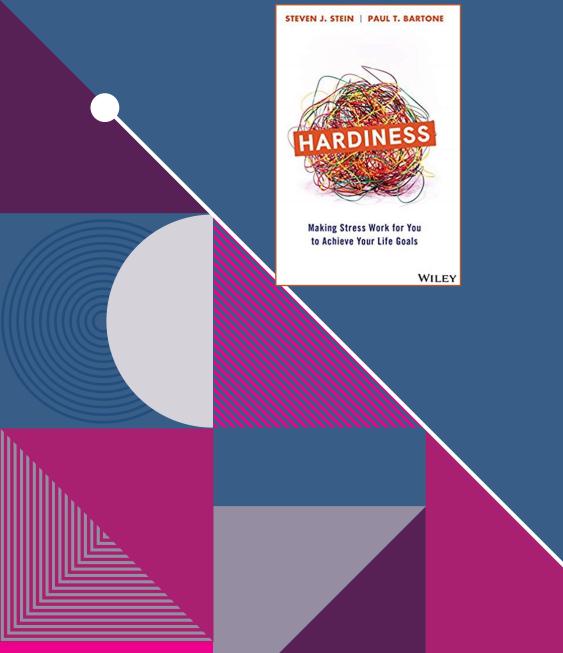
Then check out their empathy experiences:

- Have they been able to connect with peers, subordinates, and supervisors?
- Are they aware of how others around them are feeling?
- Have they taken any steps to deal with other people's challenges?
- Is the leader fully appreciative of what others are going through?
- How can they be more aware of others in their orbit?





# THE SECRET TO GREATER ENGAGEMENT & PRODUCTION ATMORK



## **THANK YOU**

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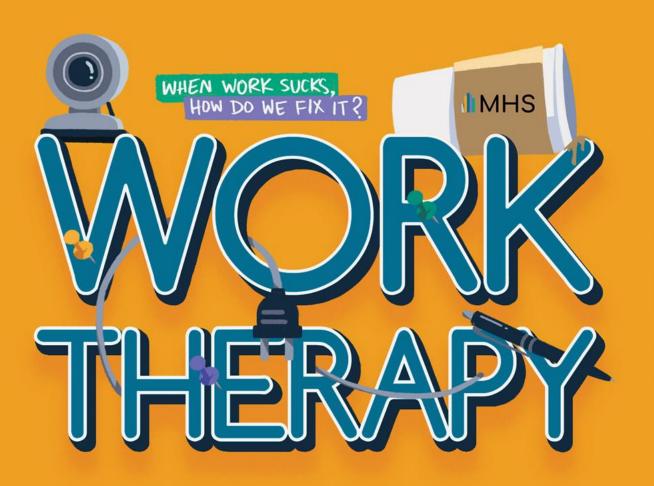


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