CORPORATE HARMONY

An Enlightened Approach to Leadership and Organizational Development

Hello again from Corporate Harmony and welcome to the Module 3 Week 4 'Conversation Starter'!!

As a leader, awareness of self and others is the most critical factor there is. This awareness translates into a knowledge and understanding of the different types of people personalities and the way they will typically interact with each other and within a team or group.

Just as there are different people personality types that we must acknowledge and adapt to, there are also differing dimensions of emotional behavior that every leader must be aware of. You will remember from Week 2 of Module 1 that emotion (feelings) is our response to our thinking and mental patterns. Our thoughts (mental patterns), in turn, predict our behavior. A leader's emotional behavior style can compel followers to either connect and engage or to turn away.

My good friend and mentor, Dr. Michael Frisina, in his book "*Influential Leadership – Change Your behavior, Change Your Organization, Change Health Care*" (page 73), talks about emotional awareness and recognizes that emotionally aware leaders can acknowledge their gut reactions and prevent possible emotional meltdown. Emotionally aware leaders also are aware that negative responses are counterproductive to peak performance. He goes on to say, *"… our behavior style can stir up emotions in others.*

> *Behavioral style, or social/communication style, is the way we conduct ourselves in front of other people, particularly in the workplace. Are you friendly and warm? Are you reserved? Are you assertive? Are you in full control? Your behavioral style (which is different from personality) either attracts or repels other people, and vice versa. Sometimes we cannot articulate why we like or dislike someone's behavior, because these types of preferences are unconscious.*
>
> *Four categories of behavioral styles are generally recognized. Note that each researcher assigns different names to the attributes ….*
>
> *All of us have a dominant style, but we also have habits that fall into the other three categories. Each style has it strengths and weaknesses, and important consideration in team formation. ….*
>
> *Identifying your own style and being aware of others' behavioral style contribute to your leadership success in several ways. First, this recognition improves your interaction and communication with others… Second, it allows you to showcase or model (and thus teach) the combination of behavioral styles that works best. Third, it gives you an opportunity to play to your strength …"*

Dr. Frisina stresses the need for leaders to be flexible. Awareness of the four categories of behavior styles tells us when to flex and adapt our style to be more effective in response to different people and different situations. One style is not effective for all situations. A rigid style will get us into trouble; style flexibility will help us be more effective. Twenty-five percent of all situations are perfect for our own personal style….it is the other 75% of the time that we need an awareness of emotional behavior in order to adjust our personal behavior style to move towards others and build trust. You will see a link in Module 3 to download Dr. Frisina's Four Categories of Behavior Styles for your reference.

Performance excellence is possible only when we are keenly aware of our own behavior tendencies and habits (many of which exist at an unconscious level). There are three primary domains of workplace behavior – Self-awareness, Collaboration, and Connection – that comprise ten interdependent behavior principles common to each and every one of us. Behavior training in the three domains of self-awareness (which is a fundamental behavior competency), collaboration (which is a relational behavior competency), and connection (which is an operational behavior competency) is a systematic, programmatic methodology in real time on the job, and is best supported by coaching.

The skill of Positive Presence equips us to cultivate a positive emotional behavior that will move us toward others to combine for a positive and energized synergy in the work environment around us.

From Week 2 of Module 1 we remember that **Positive Presence is the skill of adjusting and creating a positive and energized mindset within our self through conscious thought processes**.

- We can assess our personal energy flow through our feelings.
- Feelings such as happiness and optimism can be linked to a positive energy flow, and feelings such as anger and frustration can be linked to a negative energy flow
- We can control our feelings with our thoughts.
- It is through our thought process that we choose how to behave.
- And the bottom line is …. the measurable result of a person's energy flow is reflected by one's choice of behavior.

Remember, acquiring the skill of Positive Presence is a slow and gentle process that begins with awareness … but it's also a process that must be doused liberally with forgiveness -- especially self-forgiveness -- as well as a good solid pinch of humor.

Remember, the more time we spend in the positive, the greater our capacity for achieving peak performance, for building and maintaining good relationships, and for experiencing good health…

This week's homework was laid out in Week 1 of Module 3 so please refer back to our previous 'Week 1 Conversation Starter', and follow the instructions for the next 7 days! … and then move on to MODULE 4!!

So my friends, go to Week 12 in your Positive Presence Skill Building Journal, and until next time, let the skill of Positive Presence work for you.

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