

**Contra Costa County Leadership Academy  
Session #1 – Leadership Essentials & Emotional Intelligence**



1

# **The Essentials of Leadership & Emotional Intelligence**

**Contra Costa County  
Leadership Academy**

**Session #1  
October 12, 2023**

© 2023 | Miller Management & Consulting Group | Rose Consulting

2

October 12, 2023

1

## Overview

- Academy overview
- Leadership gifts
- The BIG challenges
- Technical vs. adaptive challenges
- Leaders start with WHY
- Management vs. Leadership
- Why would anyone follow me?
- Intro to emotional intelligence
- Team Project intro & team labs

© 2023 | Miller Management & Consulting Group | Rose Consulting

3

## Leadership Academy Purposes



Enhance your leadership skills and competencies – GROW more leaders



Assist participating local governments in succession planning efforts



Create a cost-effective talent development program

© 2023 | Miller Management & Consulting Group | Rose Consulting

4

# Leadership Academy Philosophy

We understand and respect that as adult learners you:

- Are autonomous and self-directed
- Bring life experiences and knowledge to the learning environment
- Are relevancy oriented
- Are practical
- Are here by choice

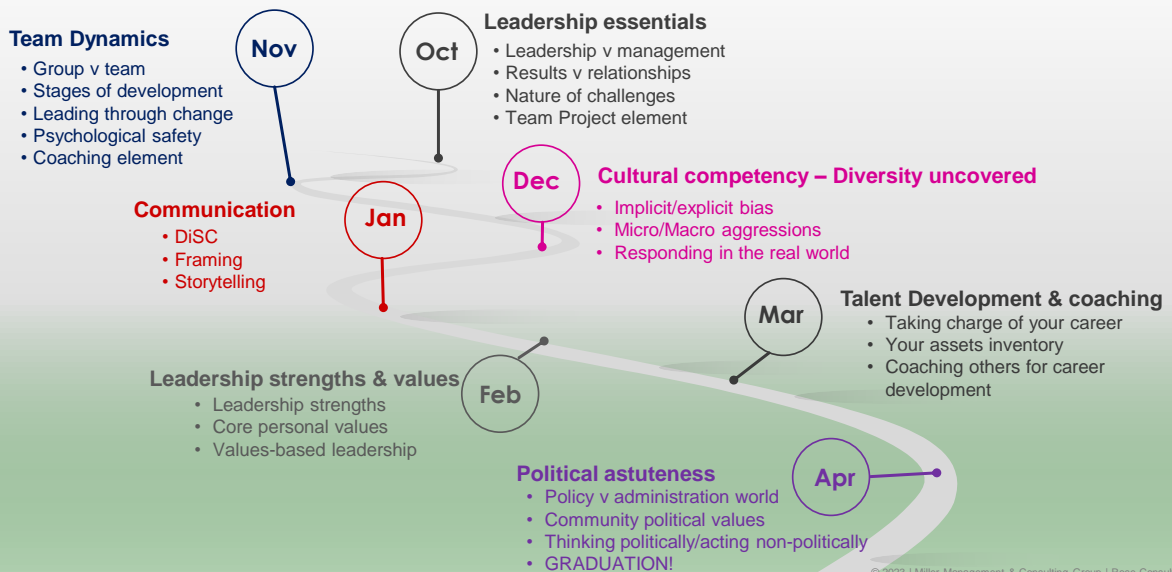


5

© 2023 | Miller Management & Consulting Group | Rose Consulting

5

## Our Academy Path



6

© 2023 | Miller Management & Consulting Group | Rose Consulting

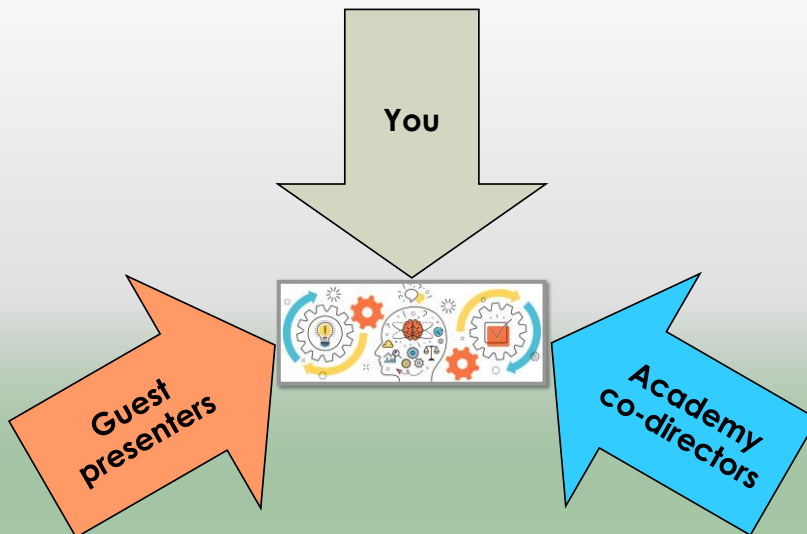
6

## 4 Elements to the Academy



7

## Content Creation



8

## Academy Requirements

- ▶ Attend **all** sessions & participate fully
- ▶ Arrive on time (before the start time of the session)
- ▶ Complete required pre-work
- ▶ Participate in one-to-one coaching
- ▶ Participate in team project
- ▶ Reflect & apply

9

© 2023 | Miller Management & Consulting Group | Rose Consulting

9

## Learning community agreements

- ▶ Enjoy and have fun
- ▶ Create a space of belonging and trust
- ▶ Honor confidentiality
- ▶ Assume the best intentions
- ▶ Practice presence
- ▶ Make-take-hold space
- ▶ Speak from “I”
- ▶ Listen to learn – be curious
- ▶ Own your experience
- ▶ Recognize we are all on our own journey



10

What other agreements would enhance your experience?

© 2023 | Miller Management & Consulting Group | Rose Consulting

10

October 12, 2023

5

## Self-Reflection



*“People can help you but leadership is one of those great journeys into your own soul.”*

Jeff Immeldt  
Former CEO of GE

11

© 2023 | Miller Management & Consulting Group | Rose Consulting

11

## Who is a leader you’ve chosen to follow?

- What are the characteristics and traits of this person that compels / compelled you to follow them?
- What positive impact have they had on your life?
- What would you say is the leadership gift they gave to you – one word to describe the gift they gave you?



12

© 2023 | Miller Management & Consulting Group | Rose Consulting

12

October 12, 2023

6



## A Disruptive World

- Discontinuous change
- Problems are complex and divisive
- Need to collaborate with other institutions
- Loss of public's confidence
- Diffused power

13

© 2023 | Miller Management & Consulting Group | Rose Consulting

13

## The Nature of the Challenges

- Technical challenges (“tame”)
- Adaptive challenges (“wicked”)



14

© 2023 | Miller Management & Consulting Group | Rose Consulting

14

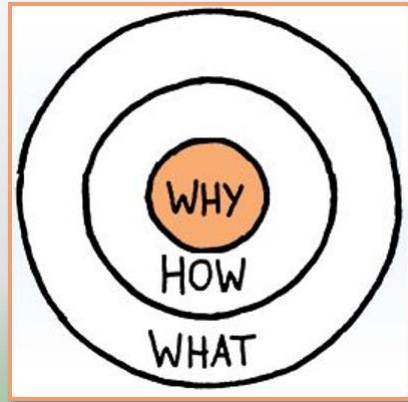
October 12, 2023

7

**Contra Costa County Leadership Academy  
Session #1 – Leadership Essentials & Emotional Intelligence**

“Leaders never start with **what** needs to be done. Leaders start with **WHY** we need to do things. Leaders inspire action.”

~ Simon Sinek



15

© 2023 | Miller Management & Consulting Group | Rose Consulting

15

## Leadership vs. Management

LEADERSHIP	MANAGEMENT
<b>People-related</b>	<b>Systems &amp; Structures</b>
Vision, Purpose, Values	Macro (enterprise)
Relationship Management	Micro (dept., div., unit, work team)
Employee Expectations	Budget & Resources
Personal Presence	Outcomes

Source: *Performance Leadership* | @ DunkinWorks.com | Reproduced with permission

16

© 2023 | Miller Management & Consulting Group | Rose Consulting

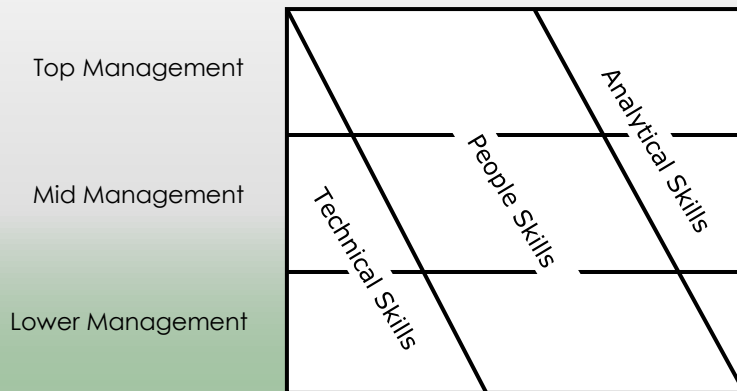
16

October 12, 2023

8



## The Importance of People Skills



80% of management failure is related to poor people skills

17

© 2023 | Miller Management & Consulting Group | Rose Consulting

17



**“Why would  
anyone  
want to  
follow me?”**

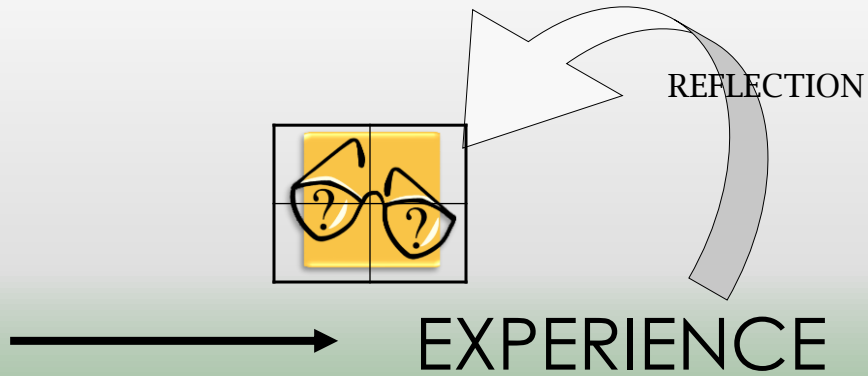
© 2023 | Miller Management & Consulting Group | Rose Consulting

18

October 12, 2023

9

**Contra Costa County Leadership Academy  
Session #1 – Leadership Essentials & Emotional Intelligence**



19

© 2023 | Miller Management & Consulting Group | Rose Consulting

19

# Emotional Intelligence



20

© 2023 | Miller Management & Consulting Group | Rose Consulting

20

October 12, 2023

10



## Emotional Intelligence is the ability to...

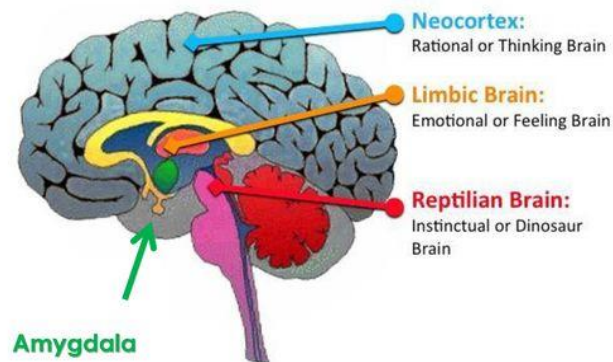
- Recognize, understand and manage our own emotions
- Recognize, understand, respond to and influence the emotions of others

21

© 2023 | Miller Management & Consulting Group | Rose Consulting

21

## NEUROSCIENCE OF EMOTIONS: THE AMYGDALA AND THE LIMBIC BRAIN



22

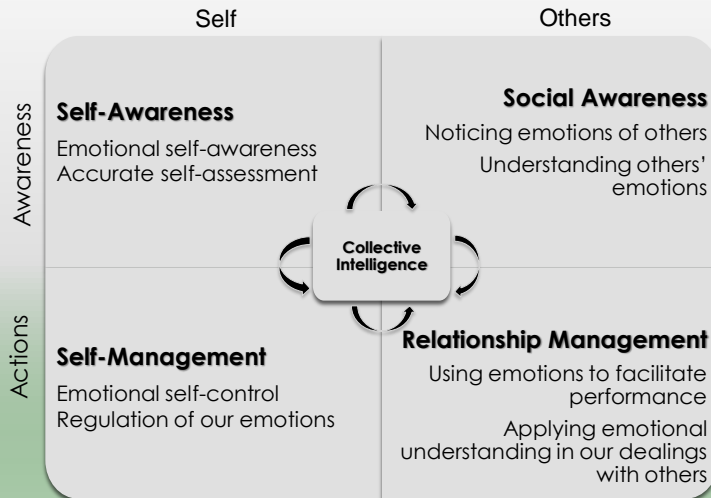
© 2023 | Miller Management & Consulting Group | Rose Consulting

22

October 12, 2023

11

## 4 Dimensions of EQ



23

© 2023 | Miller Management & Consulting Group | Rose Consulting

23



## Pamela Miller's Career Journey

- Listen & take a few notes
- Try to discern some key elements, characteristics, pivotal points and decisions

24

© 2023 | Miller Management & Consulting Group | Rose Consulting

24

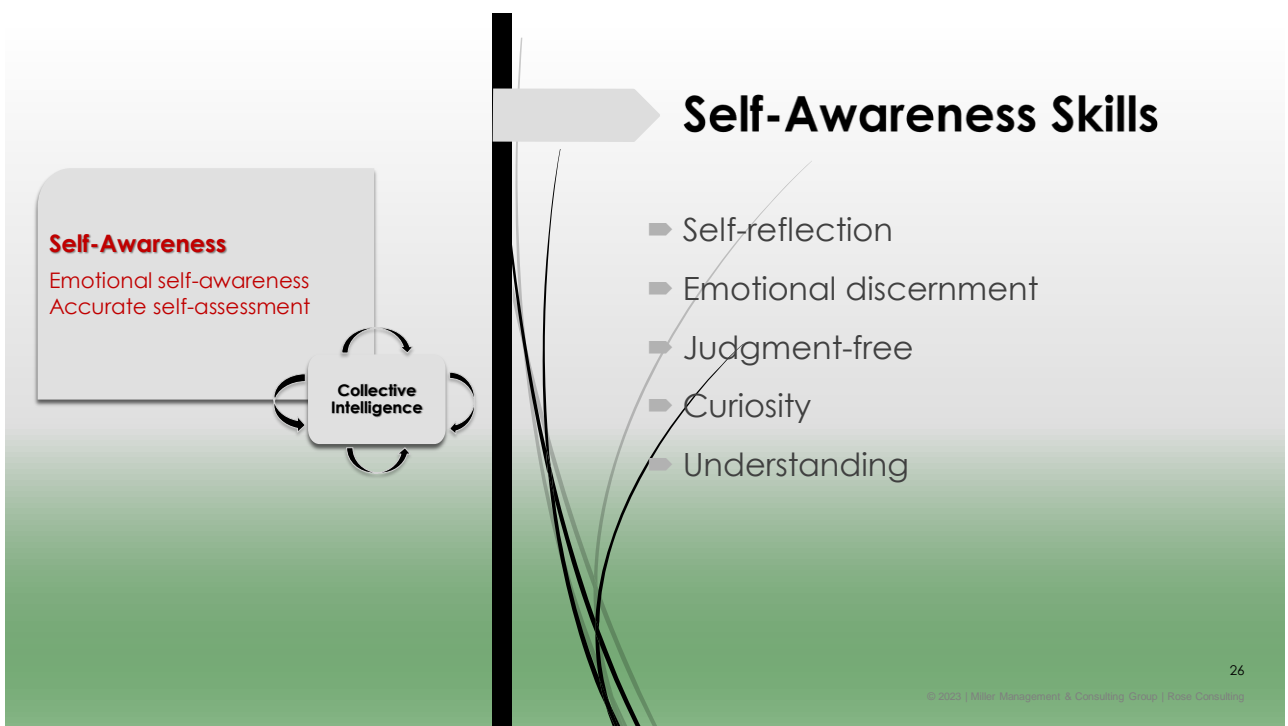
October 12, 2023

12

Contra Costa County Leadership Academy  
Session #1 – Leadership Essentials & Emotional Intelligence



25



26



## Tips to Enhance Self-Awareness Skills

- Self-reflection
- Understand how your emotions are manifesting
- Solicit feedback
- Become acquainted with your triggers
- Seek to understand the root of the emotion
- Use your emotions as data

27

© 2023 | Miller Management & Consulting Group | Rose Consulting

27

## Self-Management Skills

- Respond instead of react
- Separate logic from emotion
- Recognize & understand the trigger and its source
- Align Intentions with actions = congruency
- Flexible & adaptable



### Self-Management

Emotional self-control  
Regulation of our emotions

28

© 2023 | Miller Management & Consulting Group | Rose Consulting

28

October 12, 2023

14





## Tips to Enhance Self-Management Skills

Learn to :

- Regulate your emotions
- Be comfortable with all emotions
- Not judge how you are feeling
- Direct your behaviors towards goals
- Solicit feedback
- Be flexible
- Use the rational brain
- View emotions like data

29

© 2023 | Miller Management & Consulting Group | Rose Consulting

29



30

© 2023 | Miller Management & Consulting Group | Rose Consulting

30

October 12, 2023

15

## Social Awareness Skills

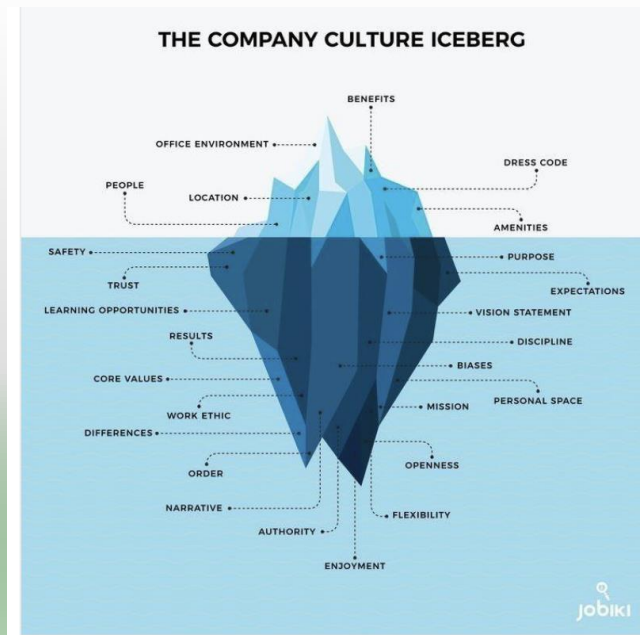


- Awareness of emotional signals and signs sent by others
- Understand those emotions
- Effectively respond
- Be judgment-free
- Organizational awareness

31

© 2023 | Miller Management & Consulting Group | Rose Consulting

31



32

© 2023 | Miller Management & Consulting Group | Rose Consulting

32

October 12, 2023

16





## Tips to Enhance Social Awareness Skills

- Engage others
- Expose yourself to diverse experiences
- Be curious
- Increase awareness of the organizational culture
- Understand another's perspective
- Be aware of your biases and judgments
- Work to eliminate biases and judgments

33

© 2023 | Miller Management & Consulting Group | Rose Consulting

33

## Scenario #1 Responses

- A. Walk by their office and mention to another person so they can overhear: "I really hate speaker phones. I can't even hear myself think."
- B. Step into their office and tell them how distracting you find it. Suggest that they close their door if they use their speaker phone.
- C. Simply close their door next time they do it.
- D. Start using your speaker phone – see how they like it.



34

© 2023 | Miller Management & Consulting Group | Rose Consulting

34

October 12, 2023

17

## Scenario #2 Responses

- A. Don't do anything and leave them alone.
- B. Talk with other peers to see if they are noticing the same thing as you.
- C. Tell your boss.
- D. Approach your peer and ask them if they are doing okay and let them know you wanted to check in with them.



35

© 2023 | Miller Management & Consulting Group | Rose Consulting

35

## Relationship Management Skills

- Use positive emotions
- Visionary leadership & influence
- Develop self & others
- Inspire others
- Foster teamwork and collaboration
- Develop shared responsibility & accountability
- Effectively deal with conflicts

36

© 2023 | Miller Management & Consulting Group | Rose Consulting



### Relationship Management

Using emotions to facilitate performance  
Applying emotional understanding in our dealings with others

36

October 12, 2023

18



## Tips to Enhance Relationship Management Skills

- Build & maintain your network
- Be aware of values conflicts
- Sharpen your EQ in the other 3 dimensions
- Learn how to harness the power of relationships
- Help others with their development
- Have a future-oriented mindset

37

© 2023 | Miller Management & Consulting Group | Rose Consulting

37

## Team Projects

- 5 teams of equal size (7 each)
- Role: act as consulting group:
  - Research and make recommendations
- Executive Sponsor = a “go-to” resource
- Dry run presentation to Academy class & Executive Sponsor
- Final presentations to the PMA on May 9, 2024

38

© 2023 | Miller Management & Consulting Group | Rose Consulting

38

October 12, 2023

19

## Team Project Tips



- ▶ Limit scope of work to something reasonable and manageable
- ▶ Avoid the use of surveys to gather data
- ▶ Use the time we give you in class to work as a team
- ▶ Schedule meetings with your Executive Sponsor sooner rather than later
- ▶ You are in charge, not the Executive Sponsor
- ▶ Use this as an opportunity to develop skills in collaboration, accountability, conflict management and resolution

39

© 2023 | Miller Management & Consulting Group | Rose Consulting

39

## Team Projects

### By Next Session

- ▶ Meet with your Executive Sponsor
- ▶ Develop outline/scope of work on how you will carry out project (Nov 9 – be ready to share)
- ▶ Prepare 5-minute verbal presentation on outline
- ▶ Develop Team Alignment Map and bring to session
- ▶ Pamela, Wandzia & all will provide feedback on outline/scope of work

40

© 2023 | Miller Management & Consulting Group | Rose Consulting

40

October 12, 2023

20

## 2023-24 Team Project Ideas

Option #1 – ChatGPT/AI use in the Public Sector

Option #2 – Successful employee engagement in the new hybrid work environment

Option #3 – Best practices for recruiting women and minorities into law enforcement

Option #4 – Making performance evaluations count

Option #5 – Public Private Partnerships

41

© 2023 | Miller Management & Consulting Group | Rose Consulting

41

## Project Outline

### Outline for Next Session:

- The Challenge
- WHY topic is important
- Key players/SME's
- Key documents
- Methodology - how we plan to proceed
- Deliverable(s)
- Call to action



42

© 2023 | Miller Management & Consulting Group | Rose Consulting

42

October 12, 2023





21


# Contra Costa County Leadership Academy

## Session #1 – Leadership Essentials & Emotional Intelligence

**Team Alignment Map**

Mission: \_\_\_\_\_ Period: \_\_\_\_\_

<p><b>Joint Objectives</b> </p> <p>What do we intend to achieve together?</p>	<p><b>Joint Commitments</b> </p> <p>Who does what and with whom?</p>	<p><b>Joint Resources</b> </p> <p>What resources do we need?</p>	<p><b>Joint Risks</b> </p> <p>What can prevent us from succeeding?</p>
--	---	---	---

© 2020 Stefano Mastrogiovanni. All rights reserved. [www.teamalignment.co](http://www.teamalignment.co)  43  
© 2023 | Miller Management & Consulting Group | Rose Consulting

43

## Resources

- 2023 Edelman Trust Barometer Global Report. Retrieved from <https://www.edelman.com/trust/2023/trust-barometer>
- A League of Their Own – “No crying in baseball” clip. Retrieved from YouTube <https://youtu.be/Goo9dXlAVxY?t=1>
- Care Academy – Participant Guide. Competency-based people management program.
- George, Bill & Clayton, Zach. (2022, Oct. 6) *Harvard Business Review*: Successful Leaders are Great Coaches. Retrieved from <https://hbr.org/2022/10/successful-leaders-are-great-coaches>
- Giles, Sunnie, *The Most Important Leadership Competencies, According to Leaders Around the World*. *Harvard Business Review*. March 15, 2016. <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

44

October 12, 2023

© 2023 | Miller Management & Consulting Group | Rose Consulting

22

## Resources

- ▶ Goleman, Daniel, *Working with Emotional Intelligence*. Bantam books, 1998.
- ▶ Goleman, Daniel, *Leadership That Gets Results*. Harvard Business review, reprint R00204.
- ▶ Positive Psychology Program B.V.  
<https://positivepsychology.com/>
- ▶ Sinek, Simon, *Start With Why*. Penguin Group, 2009.
- ▶ The Hay Group – The Emotional Intelligence Workbook and Activity Cards.

45

© 2023 | Miller Management & Consulting Group | Rose Consulting

45

## Preparing for November

- ▶ November 9
- ▶ Topics are *Team & group dynamics & psychological safety overview*
- ▶ Introduction of coaching component
- ▶ Meet with your team Executive Sponsor
- ▶ Develop outline/scope of work for project
- ▶ Be ready to do a 5-minute verbal presentation of your scope of work



Pre-Work

46

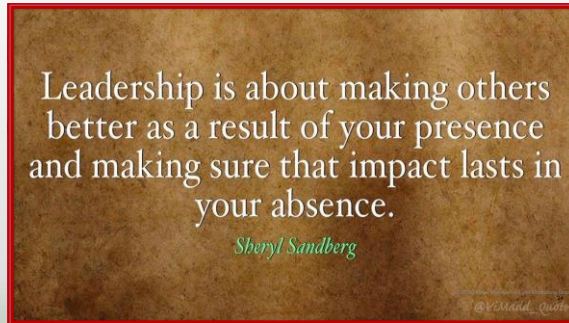
© 2023 | Miller Management & Consulting Group | Rose Consulting

46

October 12, 2023

23

## Thank you for today



**Pamela Miller**

[pmiller@millermcg.com](mailto:pmiller@millermcg.com)

**Wandzia Rose**

[wandziarose@gmail.com](mailto:wandziarose@gmail.com)

47

© 2023 | Miller Management & Consulting Group | Rose Consulting

47

## Today's Team Project Lab

- ▶ Create roster
- ▶ Coordinate schedules
- ▶ Identify one primary contact for the team
  - ▶ Primary contact sends roster to Pamela
  - ▶ Primary contact needs to reach out to Executive Sponsor to schedule a meeting for the team within the next month
- ▶ Create team norms using the Team Contract
- ▶ Begin working on your vision of the scope of work



48

© 2023 | Miller Management & Consulting Group | Rose Consulting

48

October 12, 2023

24