Program Guide and Reference Material

Includes:

• Self-Awareness
• Behavioral Blind Spots
• Emotional Composition
• Self-Management
• Self-Regulation and Control
• Confidence
• Resilience
• Empathy
• Other Personal Mastery Skills

The Fourth Competency of LEADERSHIP
Version 2017-1  All Rights Reserved.
Copyright Aegis Learning 2017

(702) 332-4146
www.DiscoverAegis.com
info@discoveraegis.com
10000 Via Delores Avenue
Las Vegas, NV 89117
The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, imperially driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.

<table>
<thead>
<tr>
<th>Successful Leaders</th>
<th>Failed Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>7%</td>
</tr>
<tr>
<td>96%</td>
<td></td>
</tr>
<tr>
<td>Team Member Engagement</td>
<td>2%</td>
</tr>
<tr>
<td>86%</td>
<td></td>
</tr>
<tr>
<td>Coaching and Feedback</td>
<td>32%</td>
</tr>
<tr>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Self-Awareness and Self-Management</td>
<td>48%</td>
</tr>
<tr>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>Empowerment and Delegation</td>
<td>63%</td>
</tr>
<tr>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>Decision Making</td>
<td>45%</td>
</tr>
<tr>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>Thinking and Risk</td>
<td>34%</td>
</tr>
<tr>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>External Management</td>
<td>42%</td>
</tr>
<tr>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>Innovation and Change</td>
<td>55%</td>
</tr>
<tr>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Planning and Vision</td>
<td>54%</td>
</tr>
<tr>
<td>67%</td>
<td></td>
</tr>
</tbody>
</table>
The Competencies

1. Communication
2. Team Member Engagement
3. Coaching and Feedback
4. Self-Awareness and Self-Mastery
5. Empowerment and Delegation
6. Decision Making and Judgment
7. Thinking and Risk
8. External Management and Projection
9. Innovation and Change
10. Planning, Vision and Values

**Cascade Effect:**

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

**Leadership Core Principle:**

Leadership is the art and science of getting people to do something because they want to do it for you.
When dealing with people, remember you are not dealing with creatures of logic but with creatures of emotion.

Dale Carnegie
**Self-Mastery:**

Self-Mastery is a complex set of skills and behaviors connected to the science of emotional intelligence.

Emotional intelligence is the highly valid behavioral science pioneered by Dr. Daniel Goleman and has these important baselines:

1. 80% of all decisions, reactions, and responses are driven by emotions. You may start down a logical path but at decision point, emotions become the primary driver.

2. Emotional intelligence is far more predictive of workplace success than intellectual capacity (IQ).

3. Leaders with emotional intelligence are far more successful and able to command greater long-term respect than those leaders who lack emotional intelligence.

4. Emotional intelligence has no correlation to age or gender.

5. Team members and customers are also emotional humans and need leadership that appeals to those emotions.


**Two Sides of Emotional Intelligence:**

Emotional intelligence is divided into two distinctive sides. Personal skills are those emotional intelligence pieces that are very individualized and focused on you. They include:

- **Self-Awareness**
  - Aware of and Understanding Emotional Composition
  - Aware of Behaviors and Attitude
  - Accurate Assessment of Strengths and Challenges
  - Continuous Self-Assessment

- **Self-Management**
  - Self-Regulation
  - Confidence
  - Resilience
  - Drive and Achievement
  - Flexibility
  - Optimistic
  - Conscientiousness
  - Innovativeness
  - Trustworthiness
  - Initiative
  - Commitment
The second half of emotional intelligence are social skills that are wrapped around your interactions and relationships with others. Those skills include:

- **Social Awareness**
  - Empathy
  - Communication and Connection
  - Organizational Savvy
  - Helpfulness and Service to Others
  - Appreciation of Diversity
  - Global Orientation

- **Relationship Management**
  - Inspiration and Influence
  - Teamwork and Team Building
  - Personal Relationship Building and Management
  - Conflict Resolution and Management
  - Dealing with Change
  - Development of Others
**Self-Mastery Objectives:**

1. To understand yourself, your approach to situations and your emotional composition.
2. To build resilience and confidence necessary in leadership.
3. To understand the impact of emotions on attitude and behavior.
4. To provide team members with an emotionally intelligent leader that is easy to follow.
5. To create consistency in behavior and approach.
6. To allow leaders to have consistent emotional health in all aspects of life.
7. To assist leaders in avoiding pitfalls and risks associated with poor emotional intelligence and a lack of self-mastery.

**The Importance of Self-Mastery:**

<table>
<thead>
<tr>
<th>Emotions Include:</th>
<th>Attitudes Include:</th>
<th>Behaviors Include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joyful/Elated</td>
<td>Positive Expectation</td>
<td>Communication Tone</td>
</tr>
<tr>
<td>Happy</td>
<td>Belief in Positive</td>
<td>Praising/Thanking</td>
</tr>
<tr>
<td>Positive</td>
<td>Outcome</td>
<td>Empowering</td>
</tr>
<tr>
<td>Neutral/Content</td>
<td>Belief Something will be Better</td>
<td></td>
</tr>
<tr>
<td>Overwhelmed</td>
<td></td>
<td>Risk Taking</td>
</tr>
<tr>
<td>Hurt/Disappointed</td>
<td></td>
<td>Facial Expressions</td>
</tr>
<tr>
<td>Angry</td>
<td></td>
<td>Innovation</td>
</tr>
<tr>
<td>Depressed</td>
<td></td>
<td>Relationships</td>
</tr>
</tbody>
</table>
1. All of your behaviors, skills and other outward projections are driven by a set of attitudes and beliefs.

2. Those attitudes and beliefs are created by your emotional composition.

3. Behaviors are easy to change in a very short-term basis but are not sustained unless driven by a shift in attitude and beliefs.

4. Attitudes and beliefs are moderately easy/moderately hard to change and will drive longer term changes in behavior.

5. Emotional composition is a difficult and longer process to change but it creates sustained and lasting changes in behavior and the application of leadership skills.
1. Who knows you the best?

2. Why do you have to understand yourself first before mastering and changing behaviors and emotions?

3. What is the impact of trying to explain your behavior?
No man is fit to command another who cannot command himself.

William Penn
Know thyself.

Pythagoras
Basic Awareness:

Most people have a basic understanding and awareness of their behaviors, attitudes, beliefs and emotional composition but lack full understanding of those pieces and the impact they have on other people.

1. You are not the expert in you.

2. In leadership and professional roles, it is your team that knows you best.

3. Traditional sources of self-mastery feedback (annual review, etc.) do not provide a high degree of self-awareness information that is useful or actionable.

4. Awareness also requires a high degree of self-honesty and understanding that perceptions, no matter how inaccurate, are the view of others. They can only be changed through prolonged changes to behavior and not through any denial or justification.

Improving Basic Awareness:

As the starting point for self-awareness, use the following approaches:

1. Openness and Self-Honesty
   - Accept (or Begin To Accept) That You Are NOT Who Think You Are
   - Understand that People are Going to See Your Behaviors and Not Core Self
   - Understand that Perceptions are the Reality of Others
   - Create a Balance of Your Self-View
     • Positive Attributes and Strengths
     • Challenges and Perceived Negatives

2. Use Assessment Data
   - Creates a Baseline of Personality, Style and Approach
   - Provides Blind Spot Guidance
   - Provides Insight Into Common Responses and Emotional Composition

3. Solicit Feedback
   - Includes both Formal and Informal Systems
   - Best and Most Actionable Comes from Informal Interactions
   - Must be a Process and Not Event
     • Done Regularly
     • Understand First Sets of Feedback Have Little Value
     • Trust in the Process Must be Established
     • Third Iteration is When Honesty Improves and Becomes Useful
   - Not All Feedback Needs Action but All Needs Validation
   - Seek Feedback from Fans and Critics Equally
Tactics for: Basic Awareness

4. Feedback Sources and Frequency
   - Team Members
   - Feedback Partner/Close Associate
   - Peers or Other Departments of High Interaction
   - Customers
   - Close Friends
   - Vendors
   - Senior Level Leader or Leaders
   - Spouse or Significant Other

5. Feedback Solicitation Questions
   - “How am I Doing?”
   - “What Could I Do to Help You?”
   - “What Kind of Things Could I Work On?”
   - “How Can I Improve or Be a Better Leader?”
   - “What am I Projecting?”
   - “How do I Sound?”

6. Feedback Validation
   - Without Concern for Validity, All Feedback Must be Appreciated
   - Never Explain or Justify Behaviors
   - Never Ask for Examples or More Details
   - Accept Feedback as Truth or Perception

---

Assessments → Self-Aware → Blind Spots

Feedback → Emotional Composition
When three people call you an ass, put on a bridle.

Spanish Proverb
**Behavioral Blind Spots:**

Behavioral blind spots are those areas in your behavior and projection of skills that others see with total clarity but in which you have no awareness. This is especially true related to the impact of those behaviors and actions. The behavior itself may not be inherently negative but the impact on other people and team members may be negative or have adverse impacts.

Common leadership blind spots include (but by no means are limited to):

- Verbal Tone
- Facial Expressions
- Walking Pace
- Volume of Positive Feedback and Appreciation
- Approachability
- Sincerity Projection
- Empathy
- Role Understanding and Impact

The impact of blind spots on leadership is large. Each unresolved or unmanaged blind spot has the potential to create:

- Relationship Strains
- Conflict
- Lack of Engagement
- Distrust
- Uncertainty

---

### Johari’s Window

<table>
<thead>
<tr>
<th>Known to Self</th>
<th>Unknown to Self</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public / Open</strong></td>
<td><strong>Blind Spots</strong></td>
</tr>
<tr>
<td><strong>Private</strong></td>
<td><strong>Unknown</strong></td>
</tr>
<tr>
<td><strong>Known to Others</strong></td>
<td><strong>Unknown to Others</strong></td>
</tr>
</tbody>
</table>
- **Pane/Quadrant 1 – Publicly Known**
  - Known to Self and Others
  - Commonly Held Knowledge
  - Behaviors and Motivations Seen and Known

- **Pane/Quadrant 2 – Privately Held**
  - Known to Self and Unknown to Others
  - Private Behaviors and Choices in Not Revealing

- **Pane/Quadrant 3 – Blind Spots**
  - Known to Others and Unknown to Self
  - Unaware of Both Actions/Behaviors and Impacts of Them on Others

- **Pane/Quadrant 4 – Unknown**
  - Unknown to Both Self and Others
  - May be the Potential for Good or Bad

**Principles of Change Within Johari’s Window:**

- A Change in One Pane/Quadrant will Affect All Other Panes/Quadrants
- Mutual Trust and Communication will Increase Awareness
- Forced Awareness is Usually Ineffective
- Learning Causes Change
- Pane/Quadrant 1 Size is Determined by Communications and Relationships
- Curiosity will Unlock Pane/Quadrant 4
- Pane/Quadrant 2 Should Never be Fully Emptied

**Johari’s Window Model**

- Known by self
- Unknown by self
- Known by others
- Unknown by others
- Relationship building
- Feedback solicitation
- Others’ observations
- Shared discovery
- Potential good and bad
- Self discovery
- Challenges
- Success
- Career
- Objective
Sometimes the people you’d take a bullet for are the ones behind the trigger.

Nishan Panwar
**Hot Buttons and Triggers:**

Hot buttons are those trigger events, situations and people that provoke a sharp, emotionally driven reaction. These reactions are usually wrapped around a form of anger or disappointment.

The big leadership risk related to hot buttons is that when pushed and when you react, there is an immediate transfer of power from you to the button pusher. This may never be recovered or certainly not recovered in the short term.

Adult humans have between five and seven hot buttons being stored at any one time. Hot buttons and triggers can change and they can never be eliminated but rather managed effectively.

**Improving Hot Button Reactions:**

To avoid a loss of power and credibility, manage your hot buttons and triggers by:

1. Identifying your hot buttons and triggers. They can be people, situations or events.
2. Understand the impact of a reaction to a trigger event and the loss of your credibility and power.
3. Become a DELIBERATE RESPONDER and not someone who reacts.
4. Pause. Use a three to five second pause before responding in a trigger or hot button event.
5. Avoid those situations that push your hot buttons until you can control and manage your responses.
6. Take timeouts to keep yourself calm, composed and thinking. When you remain thinking, you can control the reactions.
The emotional brain responds to an event more quickly than the thinking brain.

Daniel Goleman
Emotional Composition:

Understanding your emotional composition is a complex and life-long process of awareness followed by active management of what is discovered.

1. Emotions drive attitude and beliefs. Attitude and beliefs drive behavior.

2. 80% of your reactions, responses and decisions are driven by your emotions.

3. Your emotions also have an impact (positive or negative) on your physical energy. Leadership requires a high level of physical energy.

4. Healthy people have a wide range of emotions and experience both ups and downs.

5. People have a predominant emotional state in which they spend the bulk of their time over an extended period.

Abraham Hicks Scale:
Aegis Learning/Schneider Scale:

### Emotional Composition

<table>
<thead>
<tr>
<th>Score</th>
<th>Emotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Joy</td>
</tr>
<tr>
<td>85</td>
<td>Passion</td>
</tr>
<tr>
<td>70</td>
<td>Enthusiasm</td>
</tr>
<tr>
<td>55</td>
<td>Positive</td>
</tr>
<tr>
<td>40</td>
<td>Optimism</td>
</tr>
<tr>
<td>25</td>
<td>Hopeful</td>
</tr>
<tr>
<td>10</td>
<td>Content</td>
</tr>
<tr>
<td>0</td>
<td>Boredom</td>
</tr>
</tbody>
</table>

### Emotional Composition

<table>
<thead>
<tr>
<th>Score</th>
<th>Emotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Boredom</td>
</tr>
<tr>
<td>-15</td>
<td>Pessimism</td>
</tr>
<tr>
<td>-30</td>
<td>Frustration</td>
</tr>
<tr>
<td>-45</td>
<td>Overwhelm</td>
</tr>
<tr>
<td>-60</td>
<td>Anger</td>
</tr>
<tr>
<td>-75</td>
<td>Hate</td>
</tr>
<tr>
<td>-90</td>
<td>Jealous</td>
</tr>
<tr>
<td>-100</td>
<td>Despair</td>
</tr>
</tbody>
</table>
**Determine Your Emotional Composition:**

In order to understand your emotional composition and then apply prescriptive measures to improve it, you have to:

1. Track your emotional composition across an extended period of time.
   - Determine the State You Spent the Most Time In During a Day
   - Track Daily for a Minimum of Two Weeks
   - Continue to Track and Monitor

2. Seek feedback about the emotional state you are projecting.

3. Track emotional highs, lows and potential reasons for each.

<table>
<thead>
<tr>
<th>Day</th>
<th>High</th>
<th>Low</th>
<th>Predominant</th>
<th>Feedback View</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It is not the mountain we conquer, but ourselves.

Sir Edmund Hillary
**Basic Self-Management:**

You and only you are accountable and responsible for your emotional intelligence and self-mastery.

**Improving Self-Management:**

Baseline principles for self-management and self-mastery include:

1. **Own Your Behavior, Attitude and Emotional Composition**
   - You are Not a Victim of Others or Circumstances or Environment
   - Your Responses, Reactions and Decisions are Your Choice

2. **Prepare to Unlearn**
   - Note What Doesn’t Serve You Well
   - Release the Negative and Poorly Functioning Actions

3. **Project and Use Positive Attributes**
   - Confidence
   - Resilience
   - Positivity/Optimism
   - Self-Restraint and Control

4. **Actively Manage and Work on Emotional Composition**
   - Gratitude
   - Mindfulness
   - Forgiveness
   - Fun and Play
   - Giving
   - Removing Blame and Judgement

5. **Seek Total Person Balance**
   - Build Mental and Intellectual Capacity
   - Care for the Physical Body
To be a great champion, you must believe you are the best.

Muhammad Ali
Confidence:  

Confidence is the outward projection of self-esteem and self-worth. Genuine confidence is driven by a healthy, not egotistical or arrogant, self-view of personal value and worth.

Confidence can be projected without the actual self-esteem but will be short-lived and not sustained. Often projection of confidence, when genuine confidence does not exist, will aid in the recovery of actual, genuine confidence driven by self-esteem.

Other contributors to confidence include:
- Your History of Successes
- Environmental Support for Risk and Mistakes
- Environment Support for Differences or Hypercriticality
- Positive Feedback or Lack of Positive Feedback

Confidence is also a reconciliation of the consequences of failure that is processed in most people very quickly. This neuro process examines what happens if something doesn’t work right, accepts or rejects that consequence and then moves with confidence at the point of decision. People who lack confidence will stay in this mental process for extended periods without action.

Improving Confidence:

To improve your confidence:

1. Keep Self-Talk Positive and Encouraging
   - Rid Negative Images
   - Internal Pep Talks

2. Remember Past Victories and Successes

3. Avoid Negative People
   - Gossipers
   - Complainers
   - Whiners
   - Yah Buts

4. Seek to Understand Critics and Corrective Comments

5. Set Both Long-Term and Short-Term Objectives
   - Personal
   - Professional

6. Participate in Outside Activities

7. Develop and Nurture Supportive Relationships
8. Seek Feedback from Others on Accomplishments and Work

9. Track Accomplishments and Achievements

10. Use Possibilitarian Mindset
    • What Can Be Done
    • Possibilities and Potential Driven

Projecting Confidence:

To project confidence or to help establish genuine confidence, begin using:

1. Speak Directly and Authoritatively
   • Not as a Dictator
   • Assertive but Not Aggressive in Tone
   • Avoid Feel Based Words
   • Avoid Opinion Words

2. Positive and Confident Non-Verbal Signals
   • Erect and Upright Posture
   • Walk with Purpose (Pace)
   • Open Hands and Arms
   • SMILE
   • Offer and Use a Firm Handshake
   • Dress Well and Manage Your Appearance

3. Initiate Interactions

4. Provide Positive Feedback and Encouragement to Others

5. Offer and Provide Assistance to Others
**Warning About Confidence (And Resilience):**

Like all skills and competencies, confidence and resilience can be overdone and overused.

1. Confidence can quickly turn to aloof and arrogance and repulse people. With confidence, people seek leaders that display humility and approachability.

2. Confidence is generally unspoken and projected while arrogance is spoken. Confidence is also quiet while arrogance is loud.

3. When resilience and self-care is overdone, it easy becomes and looks to others as being self-centered and only concerned with self. The skills of resilience should also be practiced quietly and privately.

4. When a leader places his or her needs for confidence building or resilience restoring above the needs of the team, they risk losing the loyalty and commitment of the team. Avoid demonstrating self-centeredness.

5. Not all personality types react to confidence in the same manner. Confidence does not have to be openly assertive or bold.
I am not what happened to me, I am what I choose to become.

Carl Jung
Resilience:

Your ability to bounce back and respond to challenges and obstacles is your resilience. Resilience is needed in leadership because you don’t have the luxury of a long recovery time, pouting or being upset when a challenge occurs. And challenges WILL occur. Your “back in the game” resiliency response time needs to be near instantaneous.

Improving Resilience:

Some of the tactical approaches to improving your resilience are very similar to those to improve your confidence and include:

1. Take Care of Your Physical Being
   - Exercise
   - Diet
   - Habits
   - Rest

2. Develop and Nurture Supportive Relationships

3. Utilize Humor and Laugh and Play

4. Offer and Provide Assistance to Others

5. Devote Time and Energy to Other Projects and Tasks

6. Avoid Seeing Any Challenge as Permanent or Insurmountable

7. Review History and Obtain Knowledge About a Challenging Situation

8. Actively Manage Your Emotional Composition

9. Maintain Positive and Encouraging Self-Talk

10. Maintain Perspective

11. Continue Headway Towards Other or Long-Term Objectives

12. Accept and Embrace Change

13. Look for Points of Hope and Optimism

14. Maintain Routines

15. Listen to Music (No Sad Stuff)

16. Allow Grieving for a Loss
Spheres of Influence and Concern:

Related to resilience, stress management and emotional composition management, the spheres of influence and concern offer a great visual perspective to assist you.

The sphere of concern is everything that you worry about and are concerned with including professional, personal and global events. Many of these worries are perceptive or made up.

The sphere of influence is everything that you can influence and control. Most prevalent among the contents of this sphere are your actions, behaviors, emotions and attitude.

The gap between the two spheres is where stress, worry and unhappiness is cultivated.
Managing Influence and Concern:

To achieve less stress, great resilience and more happiness, manage the spheres of concern and influence by:

1. Let Go
   - Identify What You Can’t Influence or Control
   - Identify Where Your Influence or Control is Nominal
   - Stop Worrying About Those Things
   - Understand the Universal Law of Stuff Happens
     - Death
     - Taxes
     - Choices Made by Others
     - Responses by Others

2. Enhance Influence
   - Relationship Depth
   - Relationship Volume and Scope
   - Participation and Input
Any fool can criticize, condemn and complain but it takes character and self-control to be understanding and forgiving.

Mark Twain
**Self-Regulation:**

Self-regulation is the ability to control yourself. The most difficult person that you will ever lead or manage is you.

Self-regulation is not about controlling your thoughts, beliefs or emotions but about controlling and regulating how those are projected in your behavior.

**Tactics to Improve Self-Regulation:**

To improve your self-regulation, begin:

1. **Avoid the Need to Be Heard**
   - When Hurt
   - When Angry
   - When Needs Are Not Met
   - When Feeling Wronged, Slighted or Insulted

2. **Avoid Communicating When Emotionally Charged**
   - DELIBERATELY RESPOND and not React
   - Age and Give Time to Responses
   - Remove Hands from Keyboard and Phone
   - Take a Walk
   - Engage in Another Activity or Task

3. **Avoid Impulses and Urges that Provide Immediate Gratification**
   - Not Every Opening for Humor Should be Taken
   - Avoid Sarcasm and Snarky
   - Short Term Satisfaction will Ratchet Up Conflicts

4. **Analyze and Think About the Impact of Your Words and Actions**
   - Are They Needed
   - Do They Hurt Others
   - Do They Add Genuine Value
   - Are They Self-Serving
   - Are They Defensive

5. **Utilize “Battlefield Cool”**

6. **Use Pauses**
   - Three to Five Seconds Before Response
   - Purposefully Breathe
Everything that irritates us about others can lead us to an understanding of ourselves.

Carl Jung
**Empathy:**

Empathy is the ability to understand the perspective, emotions and viewpoint of another person. It is walking in another person’s shoes and traveling their journey. It is understanding what someone else is going through at any moment or in an extended period of time.

Empathy is also the capacity to experience and relate to the feelings of others. It is a basic understanding of what someone is feeling. Empathy is a respectful validation of another person’s feelings or emotions. Empathy is a basic human characteristic that is needed for a person to be caring and compassionate.

Empathy is also the bridge between an emotional position and a logical position. It connects policy, procedure, process and business decisions with the human emotional state.

Empathy is NOT sympathy. Sympathy provides a compromise of position or a change of condition. Empathy understands but does not always compromise.

**Types of Empathy:**

1. **Cognitive**
   - Recognize What Someone is Feeling
   - Requires Basic Emotional Awareness

2. **Emotional**
   - Feeling What Someone is Feeling
   - Usually Requires a Shared Experience
   - Deeper Levels of Emotional Intelligence and Awareness

3. **Compassionate**
   - Assisting with the Feelings of Others
   - Need to Help and Fix
   - Counselling Type of Approach

Leaders practice effective cognitive empathy without compromising organizational needs or core values.
**Tactics to Improve Empathy:**

To enhance and improve empathy:

1. Listen Effectively and Without Interruption
2. Avoid Assumptions and Judgment
3. Place Yourself in the Narrative or Situation
4. Don’t Dismiss or Diminish Feelings
5. Don’t Compare to Anything You Have Gone Through
6. Provide Validating Statements
7. Provide an Apology
8. Make Practicing Empathy a Conscious Choice
9. Slow Down and be in a Mindful Presence
10. Remember These Interactions are NOT About You

**The Bridge of Empathy:**

1. Organizational Needs
   - Relocation
   - Title Change
   - Hours Change
   - Staffing Levels
   - Service Times
2. Emotional Position or Attachment
   - Attachment to Office
   - Prestige and Ego
   - Personal Needs
   - Socialization Needs
   - Basic Needs
Take control of your consistent emotions and begin to consciously and deliberately reshape your daily experience of life.

Tony Robbins
Emotional Management:

After you have a relatively clear starting point for your most likely and common emotional composition, you can begin the process of managing that and moving it upward.

The reasons that someone would choose to move their emotional composition upward on the scale include:

1. Enhanced Physical Energy
   - Energy is Required for Leadership
   - Energy is Required to Execute Plans and Ideas

2. Increased Happiness and Overall Emotional Health

3. Sustainability of Leadership Skills
   - Emotions Drive Attitudes and Beliefs
   - Attitudes and Beliefs Drive Behaviors
   - Without Solid Emotional Composition, Skill Application is Short-Lived

4. Improved Relationships
   - People Migrate to More Positive and Loving People
   - People Stay More Connected to Positivity
   - Charisma and Charm Follow Emotional Positivity

Emotional composition does not change overnight and is a journey that many spend a lifetime working to accomplish. You will also not see quantum jumps in your emotional composition but rather incremental changes from one level to another. Typically, significant movement can take upwards of forty days of consistent work.

It is important to receive feedback during this process and to do so, you will need to disclose that you are working on some of these things. Without this disclosure, you will not receive any validating feedback related to changes in your emotional composition.
Tactics for: Emotional Management

Tactics to Improve Emotional Composition:

1. Practice Mindfulness
   - Meditate
     - Start Small
     - Sit and Be Comfortable
     - Choose Your Spot Carefully
     - Breathe and Focus on Breathing
     - Release Physical Tension
     - Allow Your Mind to Wander and Empty
   - Walk
   - Disconnected Fully
   - In the Present-Not Worried About Future or Regrets of Past
   - Establish Routines and Consistency
   - Failures are Part of the Process
   - Use Aides and Guides
   - Continue for 40 Consecutive Days

2. Practice Gratitude
   - Much More Than Just Saying Thank You
   - Note and Journal Items of Thankfulness
   - Include Personal Action Appreciation
   - Share Appreciation and Gratitude Purposefully
   - Continue for 40 Consecutive Days

3. Provide Forgiveness
   - Forgiveness is About You Not Others
   - Ultimate Release of Baggage
   - Choose Date Certain
   - Note a Forgiveness List
   - Forgive Yourself

4. Play and Have Fun
   - Remember What Makes You Laugh
   - Repeat What Makes You Laugh
   - Schedule Play and Fun Time Religiously
   - Lighten Up
   - Continue for 40 Consecutive Days

5. Give
   - Without Expectation of Return
   - Without Conditions
   - Not Just Money
   - Give Time and Effort
6. Remove Blame and Judgement
   • Openly Look for the Good in Others and Situations
   • Own Your Actions and Take Accountability for Your Part in Situations
   • Review Occurrences as Being Needed for a Reason
   • Avoid Labels

7. Discover Purpose
   • Realize Why You Are Here
   • Understand Your Impact on Community and World
   • Connecting What You Do to the Impact on Others
   • Who You Are Meant to Become

8. Connect Deeply
   • Build Relationships on Deep Levels
   • Connect Emotionally and Spiritually
   • Discover Deep Conversations
Only a life lived in the service to others is worth living.

Albert Einstein
Service to Others:

Leaders are servants and their primary customer is their team and their respective needs. A leader must provide service to those team members or lose their commitment, loyalty and trust.

Tactics to Improve Service to Others:

1. Recognize Team Members as Customers
2. Prioritize the Requests of Team Members
3. Prioritize Team Member Needs
   - Communication
   - Relationship Building and Maintenance
   - Feedback
   - Empowerment
4. Prioritize Team Member Communication
   - One-On-One Meetings
   - Replies to Email
   - Returning Phone Messages
   - Requests for Time
5. Do NOT Speak Poorly About Other Team Members or External Customers
6. Do NOT Equate Approachable, Empathetic and Engaging to Being Soft or Weak
7. Use the Words of ProfessionalCourtesy in All Interactions
   - Please When Something is Needed
   - Thank You When Something is Provided
   - I’m Sorry When a Need is Not Met
8. Give of Yourself
   - Mentoring
   - Assistance and Support
   - Community Service and Giving
9. Subordinate Self-Interest for the Good of Others
10. Open to Suggestions and Feedback
I feel my heart break to see a nation ripped apart by its own greatest strength; it's diversity.

Melissa Etheridge
Appreciation of Diversity:

Diversity is simply a difference or set of differences between people. A diverse team will connect better with a diverse customer base and produce a significantly broader and more meaningful set of input and new ideas. Ultimately, diversity will affect bottom line performance in a positive way and create an environment more appealing for team members and customers.

Successful organizations want the economic impact from a diverse population and to avoid the risks associated with discrimination. Individual leaders make this happen.

To create that type of environment, leaders must support, encourage and ultimately truly appreciate the diversity in others.

Types of Diversity to Consider:

- Gender
- Race
- Age
- Marital Status
- Language
- National Origin
- Religion
- Political Affiliation
- Sexual Orientation
- Education
- Position/Job/Title
- Experience Level
- Economic Status
- Weight/Height
- Health/Physical Abilities
- Union/Non-Union
- Lifestyle
- Different Rules Of Conversation
- Different Rules Of Privacy
- Different Understanding Of Self And Self-Esteem
- Different Orientation To Others
- Different Understanding Of Time
- Different Understanding Of Human Activity
- Different Orientation As To Sources Of Truth
- Different Commitment To Schooling
- Different Rules For Self-Control
- Different Understanding Of Getting And Giving Respect
- Different Appreciation of the Government and Police Functions
**Tactics to Improve the Appreciation of Diversity:**

1. Acknowledge the Presence of Biases
2. Acknowledge the Potential for Discrimination
3. Understand Bias Are Displayed in Behaviors (Driven by Attitude and Beliefs)
4. Comments and Jokes Can Suggest Bias
5. Acknowledge Your Culture is Not the Only Way
6. You Are Not an Expert in Other Cultures
7. Read, Learn and Gain Knowledge About Other Diverse People
8. Understand There is NO Bad Culture
9. Listen Closely to Those Who are Different from You
10. Seek Understanding and NOT Conversion
11. Communicate in an Open and Non-Threatening Manner
Emotional intelligence is when you finally realize it’s not all about you.

Peter Stark
Personal self-mastery has other personal skills associated. These sections are about improving those skills.

**Tactics to Improve Trustworthiness:**

1. Meet Deadlines
2. Meet and Exceed Performance Expectations
3. Meet and Exceed Quality Expectations
4. Maintain Confidences
5. Keep Confidential Information Closely Held
6. Live to Your Commitments and Required Obligations
7. Maintain Personal Integrity and Values
8. Avoid Gossip and Talk About Others
9. Become Trusting of Others
   - Many Times Trust is Reciprocal
   - Take Statements from Others on Face Value
   - Avoid Verifications and Requests for Cover
10. Avoid Blame and Finger Pointing

**Tactics to Improve Conscientiousness:**

1. Take Pride in Your Work and Work Quality
2. Provide More than the Minimum Expected
3. Seek Feedback About Work Quality and Performance
4. Work As If Everyone Was Watching
5. Use Critical Thinking Skills
   - Look for Better Methods
   - Review as if Seen by Others
6. Review Work Prior to Submitting
Tactics to Improve Initiative:

1. Seek Opportunities Within the Organization to Contribute
2. Seek Opportunities Outside the Organization to Contribute
3. Look Critically at Procedures and Processes
   • Areas to Improve
   • Empathize with Customers and Stakeholders
4. Propose New Ways and Methods
5. Never Accept Current State or Condition as the Best
6. Challenge Existing Practices
7. Challenge Existing Personal Habits and Routines
8. Look for Unseen Opportunities and Solutions
9. Do NOT be Limited by Job Description or Function

Tactics to Improve Your Drive for Achievement:

1. Remain Focused on Results and NOT Methods and Processes
2. Set and Track Key Performance Objectives
3. Report Key Metrics and Performance Measurements
4. Set and Track Personal Growth and Development
5. Focus Energy on Meaningful Results and Organizational Mission
6. Eliminate Non-Productive Tasks NOT Related to the Generation of Results
Tactics to Improve Initiative:

1. Seek Opportunities Within the Organization to Contribute
2. Seek Opportunities Outside the Organization to Contribute
3. Look Critically at Procedures and Processes
   • Areas to Improve
   • Empathize with Customers and Stakeholders
4. Propose New Ways and Methods
5. Never Accept Current State or Condition as the Best
6. Challenge Existing Practices
7. Challenge Existing Personal Habits and Routines
8. Look for Unseen Opportunities and Solutions
9. Do NOT be Limited by Job Description or Function

Tactics to Improve Your Drive for Achievement:

1. Remain Focused on Results and NOT Methods and Processes
2. Set and Track Key Performance Objectives
3. Report Key Metrics and Performance Measurements
4. Set and Track Personal Growth and Development
5. Focus Energy on Meaningful Results and Organizational Mission
6. Eliminate Non-Productive Tasks NOT Related to the Generation of Results
**Tactics to Improve Your Commitment:**

1. Challenge Yourself to Overcome the Desire for Personal Comfort
2. Devote More Time than Required into Meaningful Work Activities
3. Attach Personal Purpose to Organizational Mission and Purpose
4. Always Do More than Just Enough

**Tactics to Improve Your Hopefulness and Optimism:**

1. Look for the Good in All Situations and People
2. Find Hope in Difficult Situations
   - Share Hope with Others
   - Provide Direction Out from Difficult Situations
3. Rally Your Team During Tough Times
4. Appreciate What You Have and Your Opportunities
5. Avoid Comparisons to Others and Judgment
6. Look at Setbacks as Challenges and Learning Opportunities
8. Engage Perspective
   - The Sun Came Up
   - You Saw It
   - Everything Else is a Bonus
**Tactics to Improve Flexibility:**

1. Detach from Past Methods and Approaches
2. Reduce Ego Attachment from Process Expertise
3. Understand Einstein’s Definition of Insanity
   - Same Thing
   - Expecting Different Results
4. Move Between Changes of Priority or Tasks Without Comment
5. Become Open to Other People’s Ideas and Suggestion
   - Regardless of Source
   - Not All are Valid but All are Ideas
6. Review Situations from All Sides
   - Customers
   - Team Members
   - Other Stakeholders

**Tactics to Improve Innovativeness:**

1. Encourage the Use of New Methods and Processes
2. Openly Seek Input on Approaches
3. Challenge Existing Processes and Reasoning for Them
4. Embrace Risk Taking
5. Avoid Criticality of Failed Innovation
6. Praise Innovation
   - Efforts
   - Ideas
   - Successful and Unsuccessful
**Self-Mastery Style:**

All people have different coaching and leadership styles. The most commonly noted are:
- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine self-mastery styles and to build skills related to that. DiSC is an acronym that stands for:
- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary behavioral influence will drive a great deal of your leadership approach.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.
**DiSC Self-Mastery Styles and Approaches:**

Each DiSC behavioral style has a unique set of self-mastery traits and tendencies. And each DiSC style has unique challenges.

**Dominance (D)**
- Be Open to and Solicit Feedback from Others
- Don’t Assume You Are the Expert in Yourself
- Pause Before Responding
- Tone Down Natural Responses in Anger and Disappointment
- Overcome the Need to Be Right

**Influence (i)**
- Actually Listen to Feedback Provided
- Do NOT Debate or Justify Feedback Received
- Tone Down Natural Responses in Joy and Elation
- Project Genuine and Transparent Emotions
- Overcome the Need to Be the Center of Attention

**Steadiness (S)**
- Validate Feedback Received
- Act on Meaningful Feedback and Avoid Overthinking
- Turn Up Positive Emotional Responses
- Project Emotions Openly
- Overcome the Need to Blend and Not be Noticed

**Conscientiousness (C)**
- Be Open to and Solicit Feedback from Others
- Don’t Assume You Are the Expert in Yourself
- Overcome the Need to Be Right
- Turn Up Positive Emotional Responses
- Cease Equating Emotions with Weakness
- Project Emotions Openly
- Become More Transparent and Sharing

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.
Sometimes I think the surest sign that intelligent life exists elsewhere in the universe is that none of it has tried to contact us.

Bill Watterson
Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

**Aegis Learning**

**Converts Training to Learning and Learning to Results**

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

- Improved performance at all levels of the organization.
- Higher productivity, efficiency and quality of work.
- Increased team member engagement and satisfaction.
- Improved ability to identify talent for succession.
- Improved morale among team members and leaders.
- Improved service levels for internal and external customers.
- Reduced turnover and associated costs.
- Reduced team member complaints and grievances.

Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

“I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel.”

Calvin Griffin
American Medical Response
Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

- **Leadership Development**
  - Based on the Ten Competency Model
  - Empirically Driven, Statistically Accurate Approach
  - 25 Years of Best Practices
  - Training
  - Coaching
  - Follow-Up Tools
  - Talent Identification and Succession

- **Customer Service Initiatives**
  - Training
  - Process Review

- **High Performance Team Building**
  - Core Team Competencies
  - Trust, Respect, Conflict and Communication

- **Assessments**
  - DiSC Workplace, Management and Leadership
  - 5 Behaviors of a Cohesive Team
  - Certified Facilitator and 12 Year Award Winner

- **Individual Development Coaching**
  - Accountability and Holistically Based
  - Leadership, Professional Development and Personal Achievement

- **Retreats**
  - Maximum Impact Environment
  - Strategic Planning, Team Building and Leadership Development

- **Speaking and Keynotes**
  - Fun and Impactful
  - Leadership, Teamwork, Customer Service and Personal Development

- **Talent Management and Consulting**
  - Engagement Enhancement
  - Talent Identification and Succession
  - Key Processes
  - Organizational Structure

- **Books**
  - *LeadWell-The Ten Competencies of Outstanding Leadership*
  - *Beyond Engagement*
Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”. Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and building high performance teams.

Tim is the author of LeadWell-The Ten Competencies of Outstanding Leadership and Beyond Engagement, high impact books about leading the right way and creating an organizational culture that is both healthy and successful. His works have been featured in many business and professional development publications and he is one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men’s league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.

“I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!”

Martin Brennan
MGM Grand
**Tim Schneider**  
Partner, Project Lead and Senior Facilitator  
Published Author and Source  
25+ years-Leadership, Teamwork, Customer Service and Professional Development  
Certified Facilitator, Trainer, Speaker and Coach

**Linda Florence**  
Chief Learning Officer  
25+ years-Leadership, Teamwork, Customer Service and Professional Development

**Polly Walker**  
Chief Innovation Officer  
10+ years-Leadership, Teamwork, Customer Service and Professional Development

**Teresa Lowry**  
Facilitator  
25+ years-Leadership, Teamwork, Customer Service and Professional Development

**Matt Zobrist**  
Facilitator  
10+ years-Leadership, Teamwork, Customer Service and Professional Development

**Helene Edelstein**  
Chief Digital and Content Officer  
10+ years-Design, Content Writing and Development
All of the information in this program guide is copyright protected and provided only for the use intended. No unauthorized replication of this material is allowed and specific written permission is required for any use or reproduction.

The material in this program guide contains unique research performed and copyrighted by Tim Schneider, scientific and technical information that belongs to the public domain and quotes from public figures that are also available through the public domain. Use of DiSC is granted by Wiley Publication. Use of 10 Leadership Competencies and other core material is from *LeadWell: The Ten Competencies of Outstanding Leadership*, *Follow Me, I am the Leader* and *Beyond Engagement* all by Tim Schneider.

Exact bibliography is available upon request. Please allow ten working days to respond to a request for permission to reproduce or use. Please send all requests to use the material to info@discoveraegis.com.