



# SELF -AWARENESS AND REGULATION

An introduction to Personal Leadership and Competence. Self-awareness and self-regulation will be discussed as foundations for leadership realization. This is for Students who are exploring the values of personal leadership and competence and how they should equip themselves to meet the demands and requirements for success.

# Self Awareness meets Emotional Intelligence

Emotional intelligence consists of four basic capabilities, or domains. These are:

1. **Self Awareness**
2. Self Regulation
3. Social Awareness
4. Relationship Management

# Self Awareness

Self awareness is the foundation of personal growth and success. Daniel Goleman calls it the 'keystone' of emotional intelligence.




**Self Awareness** - the ability

to *recognize* your emotions and know your strengths and limits.

- is the ability to perceive, to feel, or to be conscious of events, objects, thoughts, emotions, or sensory patterns.

In this level of consciousness, sense data can be confirmed by an observer without necessarily implying understanding. It is the state or quality of being aware of something.




**Recognize and understand  
your emotions and you have  
the power to control them.  
This kind of self awareness  
makes it impossible for your  
emotions to rule you. Unless  
you choose to give them the  
upper hand.**



# I. Know Yourself


Before you can make changes in yourself you have to know what there is to work with. Becoming self-aware is about the process of understanding yourself.

Emotional awareness means being able to recognize emotions that you experience, understand the feelings associated with the emotion, and understand what you think and do as a result.



Professional sportsmen and women get intensive training to help them recognize and overcome emotions during a game.

It's essential they don't allow their performance to be affected by frustration or anger.



When you're aware of your strengths and limits you'll be more confident about what you can and cannot do. Self-confident people are more assertive about what they believe to be right.

Being assertive doesn't mean you always get your way but rather that you convey your thoughts and ideas confidently and justify why you believe a particular decision or idea is the right one.





According to Daniel Goleman the competencies associated with self-awareness are:

**Emotional self awareness:** recognizing your emotions and the impact they have on your life.

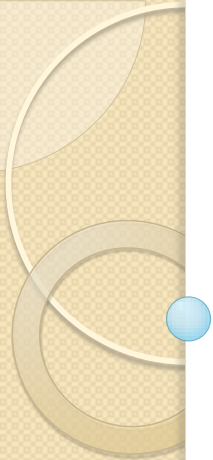
**Accurate self-assessment:** identifying your strengths and limitations.

**Self-confidence:** knowing your self worth and capabilities.



# Developing self-awareness

Self awareness can be developed. Spend some time recognizing areas you need to develop and intentionally making an effort to develop or strengthen that aspect of yourself.



Emotionally intelligent people plan to put time aside to build self awareness. One way to do this is to meditate or reflect daily. This means that you plan to create a quiet space for yourself in the day, away from work or other activities, and spend time focusing on doing something that opens your mind to deeper thoughts.




# Self Regulation

Self regulation, or self management, is the key to our ability to manage change, or any other curve ball life throws us.


\*curve ball- unexpected or designed to trick or deceive.

- to cause to be surprised, especially unpleasantly so.



**self regulation** - the ability  
to *choose* how we think, how we  
feel, and the actions we take.

- Self regulation is mostly about being able to control your emotions and responses to situations and other people.
- But it's also about feeling positive emotions and expressing positive emotions to others.



Some of the abilities (also known as competencies) that are part of self management are:

- **emotional self-control** – controlling impulsive emotions.
- **trustworthiness** – being honest and taking action that is in line with your values.
- **flexibility** – being able to adapt and work with different people in different situations.
- **optimism** – the ability to see opportunities in situations and the good in other people.
- **achievement** – developing your performance to meet your own standards of excellence.
- **initiative** – taking action when it is necessary.

# Controlling negative reactions

Sometimes it's okay to let emotions control us, especially when it comes to positive emotions.

Your excitement and joy at passing an exam, or achieving a target for the month, are appropriate expressions of emotion. But it's not great to be controlled by negative emotions such as anger, fear or frustration.

# Managing your emotions

There are some things you can start doing to improve your self regulation. Here are a few ideas:

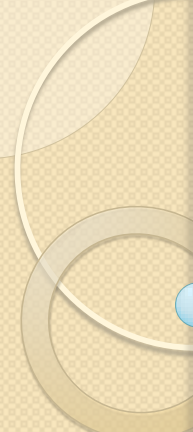
- Become more aware of your emotions (self awareness) and how you react to them.
- If people are critical, work out how what they say can be constructive and helpful to you.
- Take time out: get away from a difficult situation for a short time and get some exercise, drink water, or breathe deeply.
- Make time to think about situations and your emotions. Think of ways you could change what you do or the way you react.
- Plant new thoughts: when you've identified emotions and reactions that are not useful replace them with new ones that are more positive. Then work hard and practice putting these into action.






# **Social Awareness**

**Social awareness will help you know what others think about you. But research tells we're not very good at this anymore.**



**Social Awareness - the ability to understand and respond to the needs of others.**

The waiter who suggests a better dish, the salesperson who goes the extra mile, the supportive team leader, and the executive that remembers your name - each of these have one thing in common. They excel in social awareness.



**Understanding other people's feelings is central to emotional intelligence. Get this wrong and you'll be seen as uncaring and insensitive. Getting it right is essential for success.**



According to Daniel Goleman the competencies associated with being socially aware are:

**Empathy:** understanding the other person's emotions, needs and concerns.


**Organizational Awareness:** the ability to understand the politics within an organization and how these affect the people working in them.

**Service:** the ability to understand and meet the needs of clients and customers.

# Caring

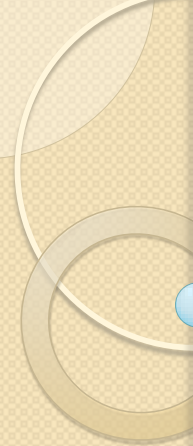
- Recent research, reported by Time Magazine, finds that college students have less empathy — the ability to understand and share the feelings of others — than students of previous generations.

Digital communication, social networking, video conferencing and other forms of new media are being blamed for this loss of empathy.



After all, it's much easier to say negative things about others if you don't have to say it to their face. And if I don't feel like engaging in your problems, I can simply log off, or even 'unfriend' you. It's an easy option.

The trouble is that when there is no empathy, when we don't work to understand the needs of others, there is also a significant loss of trust.



**Others will be labeled uncaring and insensitive, but you are trusted when you're able to understand and respond to the needs and values of individuals, and the group.**

**This is true whether you're a salesperson dealing with the public, or a leader in an organization.**


# Empathy

- Leaders in organizations have traditionally viewed empathy with suspicion, thinking that there is no place for soft emotional skills in the tough world of business.

Managers worry that employees will take advantage of them if they show any empathy.

But changing times and recognition of the strategic advantages of taking employees feelings into consideration has lead to social consciousness being regarded as a critical skill for effective leaders.





**This has even impacted the training given to doctors. Today doctors are trained to formulate a bio-psycho-social understanding of the problem rather than treating patients purely as a diagnosis.**


**Empathizing with someone - understanding their point of view - doesn't mean you have to agree with their point of view.**

**Empathy is really about acknowledging the emotions of others, being thoughtful and considerate of their feelings, and making decisions that take those feelings into consideration.**

# Relationship Management

- the ability to inspire and influence others and sort out the conflicts that arise.


Rudy Giuliani (**Mayor of the City of New York: 1993 - 2001 and Time 2001 Person of the Year**) acknowledge how difficult it really is to predict how people will respond to each other and how they'll work together.



**In his (highly recommended) 2002 book, 'Leadership' Giuliani observes, "Sometimes very different people will form a harmonious unit, while those with a lot in common can't be in a room together".**

**So is relationship management just luck, or is there something we can do?**

**One thing you can be sure of is that if you're going to manage relationships effectively you'll need to use every bit of self awareness, self regulation and social awareness to understand what's going on and how it's affecting you.**



**Effective management of relationships relies on all the abilities in the three domains of emotional intelligence.**



# **Four criteria for effective relationship management**


**Before you can manage relationships you need to notice and manage the effect people have on you and be aware of what they are feeling and what's led to them feeling that way.**

**Only then can you decide how best to interact with them in order to achieve the outcome that best suits your needs.**

# Four criteria to effective relationship management:

1. **A decision** regarding the best course of action in a particular situation.

This will be based on research you've done to understand how people are feeling and why they're feeling that way. Based on this you'll have thought about different ways to interact with them and the different reactions you might get when you say or do something. You'll also be aware of their effect on you and how to manage this appropriately.

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- 2. An interaction with others based on the research you've done.**
  - 3. An outcome:** how and what you say or do will be guided by a specific outcome you want to achieve. This makes relationship management an intentional activity.
  - 4. Your needs:** the outcome you intend to achieve will be guided by your specific needs, or the business needs, at that time.



**Anyone involved in the entertainment industry might find these aspects of relationship management very familiar.**

**It's as important that in business and our personal lives we are equally aware of how we manage the relationships around us.**