

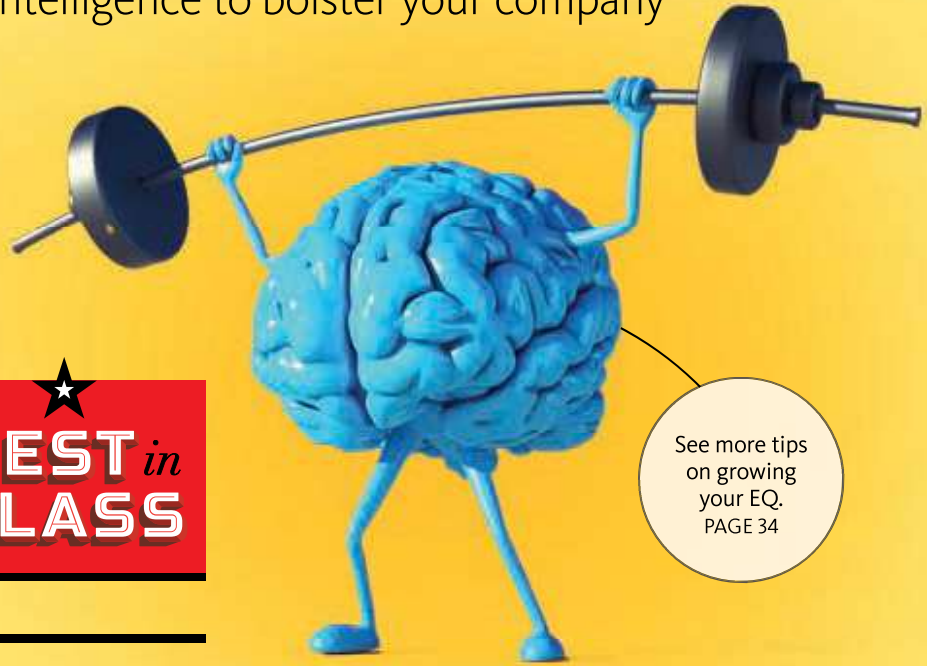
STRENGTH TRAINING

Use the power of emotional intelligence to bolster your company



By MICHAEL WAGNER, CSP

It may take knowledge, experience and personal growth to reach a managerial-level position within your organization. Along with this comes the responsibility of understanding and leading people. One of the most admired skills of effective managers is their understanding of emotional intelligence and their ability to draw conclusions from their assessments and focus on the alignment of their people and processes.



See more tips on growing your EQ. PAGE 34

PRIORITIZE YOUR EQ SKILLS

In the realm of EQ, these four components are where you want to focus your time and energy when working to grow your skills. The tips for each skill are some of the ideas I've seen in action that have produced positive results. While these four components are key to EQ, everyone's self-management techniques will be crafted to that individual; and they can evolve over time depending on experiences and dedication to learning.

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Take the time to understand your emotions, reflect on how you're feeling and why you're feeling the way you are.	While this may be difficult in its early stages, learning how to manage your feelings, time and decisions will help strengthen your EQ skills and personal well-being.	Observation is a great way to learn; and watching the emotions, feelings, reactions and body language of others in challenging situations will open your eyes. Follow this by discussing the situation and other feelings following the situation.	Focus on building relationships full of trust and honesty, as well as creating effective communication.
Guide your decisions based on your personal value system as well as your personal beliefs. Hold true to them and reflect on them frequently.	Manage your time to allow for deep thinking and reflection, either alone or with a trusted mentor.	Watch how others interact; learn where and how people feel comfortable and uncomfortable; and be in touch with the social environment.	Genuinely care about others through listening and support. Take time out of your days to learn about others you work with: their likes and dislike; how they want to grow; what they want and don't want to do.
Sometimes it's helpful to go outside your comfort zone and examine your emotions. We tend to feel and behave differently when we're outside the norm.	Learn what works and what doesn't and focus on positivity and optimism. Learn to be proactive in your decision-making regarding emotionality and reasoning.	Listen to others within your environment, whether you're having a direct or indirect conversation. You can learn a lot from just listening.	Don't let relationships fade. Develop the habit of continuing to strengthen relationships, even if it takes time that you don't think you have.

What's emotional intelligence?

Many of us have heard of Emotional Intelligence (EQ), and maybe some of us have been working with ourselves to understand it and apply it in how we interact with others, reflect on our feelings and emotions, or draw conclusions and make decisions from events in our lives.

In the book "Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves, four components are at the core of EQ: self-awareness, self-management, social awareness and relationship management. If you haven't read this book, I highly recommend reading and rereading it.

Not only does this book cover in detail what Emotional Intelligence is, but it also discusses how to apply EQ and strategies for improving your skills in this area. Some may say this skill can't be taught. This is false, because you can improve your skills if you're dedicated to doing so and hold yourself accountable throughout the learning process.

Apply your EQ skills

Application of EQ skills happens daily and should happen continuously. From the second you walk in the door at work or arrive on the job site, you're evaluating such things as:

- Work site or office conditions
- Environment for activities and feelings
- Emotions and behaviors of the people you work with
- Energy levels of the staff
- What people are doing and how they're getting work done

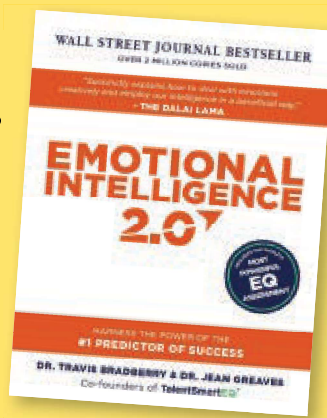
It's important to understand the people you work with, and to realize that to perform well you must align them, their duties and their strengths every day. Also know that the way you understand people and build the culture around them will help them reach their full potential.

Benefits of growing your skills

And, finally, the reason why we do it all. We wouldn't dedicate ourselves, our time and our feelings to such an important change if it wasn't worth it. This is all part of the Cost v. Benefit Analysis, and it's been proven time and time again that understanding and growing your EQ skills pays major dividends.

Not only are you committing to growing yourself in the role of manager or leader, but you're also working to grow those around you, including the organization you work for. While it takes time and an emotional evolution, you will begin to see how you can align people with the proper tasks, thereby influencing and eventually strengthening the organizational culture and performance. Focus on your interactions, conversations, feedback, listening and reactionary skills to create continuous growth and improvement. **SB**

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TIPS FOR GROWING YOUR EQ SKILLS

Here are ways to grow your EQ skills and influence greater success!

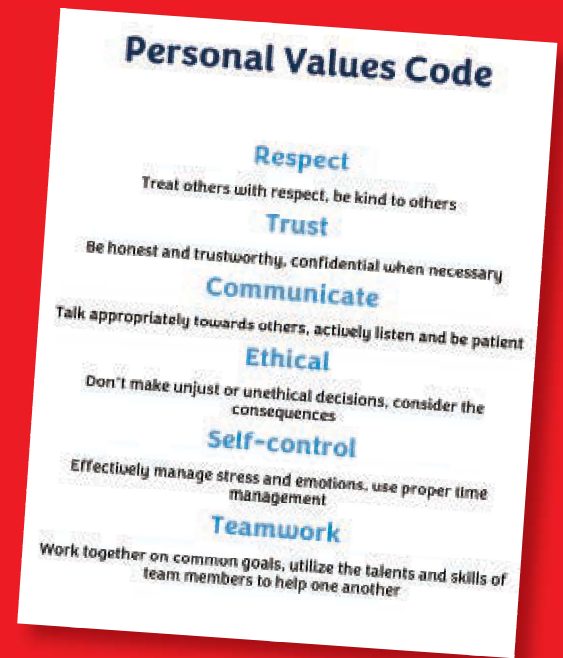
Take a few minutes at the start of every day to greet your teammates. Ask them: how they're doing, how their weekend or evening was, and what they want to accomplish for the day. Look for behavioral feedback such as their tone of voice, facial expressions, body language, frustration, happiness, optimism, you name it! Take it all in so when you're done with your quick conversations you can make well-informed and structured objectives for the day.

Keep notes, and don't just write it down to not use it! Keep notes or a journal on conversations and interactions, performance-related observations and notes about other things happening in the company that may impact the decisions you make and the people you work with.

Be an active listener. Make sure you're focusing on the conversations you have, and don't let distractions interrupt important conversations. When someone needs to talk, there's a reason they're coming to you.

Create an environment of trust and respect. Everyone you work with should understand that there's a general level of respect and trust that's valued. Open up the lines of communication in a healthy and effective manner, creating an environment that allows for creativity and collaboration.

Create a Core Values Sheet, print it, and refer to it regularly. Whether you're just starting your journey to build your EQ skills or you've been doing it for a while, write a Core Values sheet for yourself that lists what's important to you, why it's important, and keywords to remind you of the different key points (e.g., in a Core Value of Respect, list key points such as treat others respectfully, listen to others, and treat them how you want to be treated).



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