

Welcome

Thank you for joining us!





Chapman Foundation *for*
CARING
COMMUNITIES

*Transforming Leaders, Workplaces, and
Communities*

Current Challenges



44% of local government leaders identified a lack of resources as a significant obstacle in their work



60% of local government entities face fiscal management challenges



Only 25% rate their leadership pipeline as good or excellent

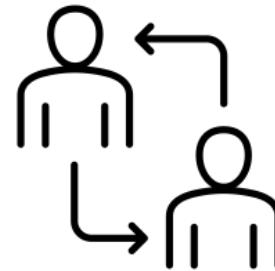
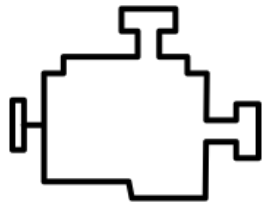


Leadership



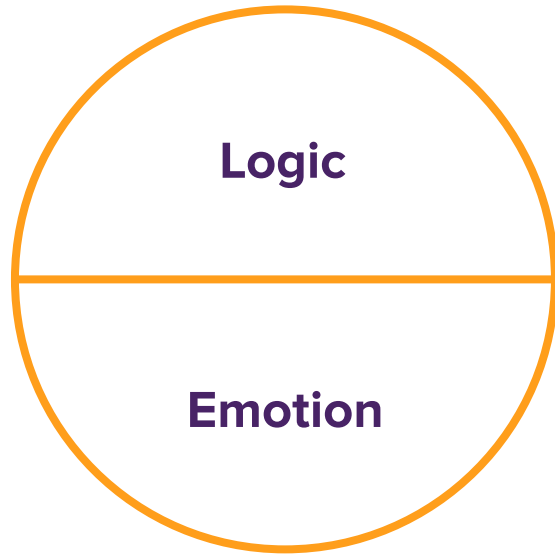
THE SKILLS, STRATEGY & COURAGE TO
CARE





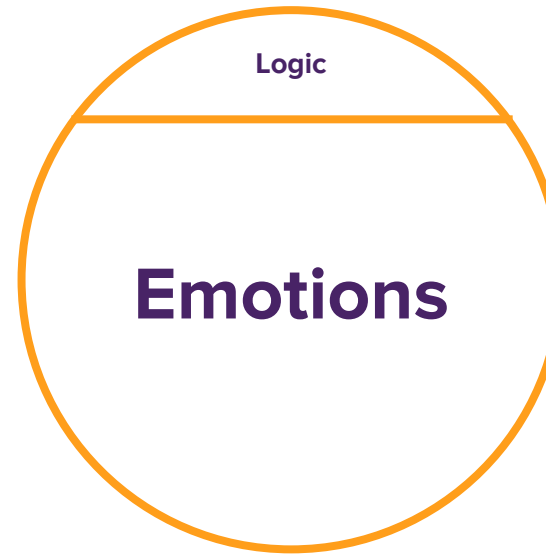
Out of Balance

Harmony/Normal



A healthy balance
of logic and emotion

Discord/Disharmony



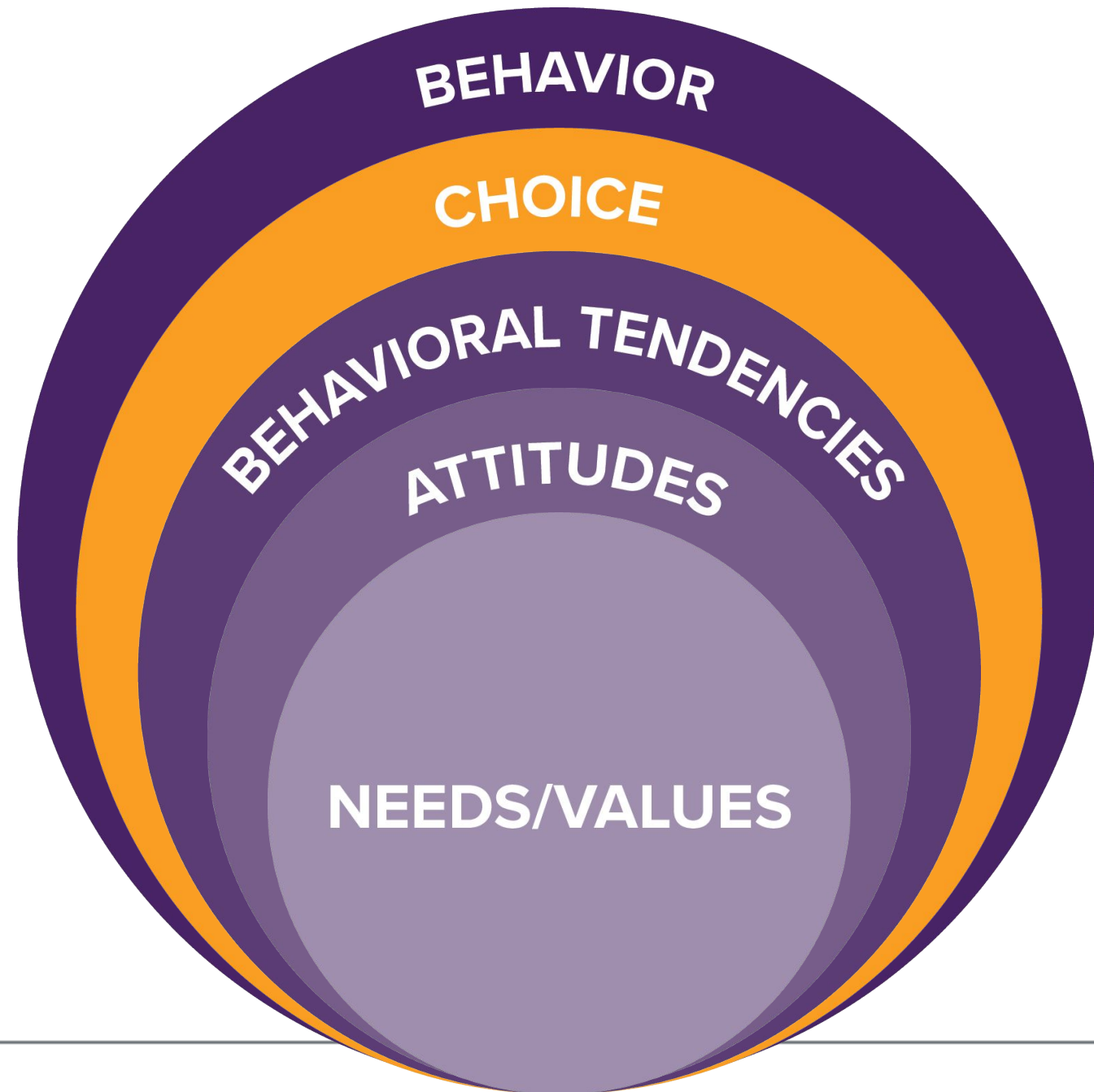
When overwhelmed
with emotion, you are
out of balance



- How do you **feel and behave** when you are “out of balance”?
- How do you tend to lead when you are “out of balance”? **What do others see and feel?**



Every
behavior is
a reflection
of a need



ANNOYED

bitter
edgy
exasperated
frustrated
grumpy
impatient
irritable
irked

ANGRY

agitated
enraged
exasperated
furious
irate
outraged
resentful
upset

AVERSION

appalled
contempt
disgusted
dislike
horrified
repulsed

CONFUSED

baffled
bewildered
dazed
hesitant
lost
mystified
perplexed
puzzled
tom

DISCOMFORT

agitated
alarmed
discombobulated
disturbed
perturbed
rattled
restless
shocked
startled

surprised
troubled
turbulent
uncomfortable
uneasy
unsettled

DISCONNECTED

apathetic
bored
distant
distracted
indifferent
numb
uninterested
withdrawn

EMBARRASSED

ashamed
flustered
guilty
self-conscious

FEARFUL

afraid
apprehensive
anxious
distress
frightened
hesitant
nervous
panicked
paralyzed
petrified
scared
tense
terrified
worried

PAIN

agony
devastated
grief
heartbroken
hurt
lonely
miserable
regretful
remorseful

SAD

depressed
despondent
disappointed
discouraged
disheartened
dismayed
gloomy
heavy hearted
hopeless
troubled
unhappy
wretched

**STRESSED/
TIRED**

burnt out
depleted
exhausted
fatigued
listless
overwhelmed
restless
sleepy
weary
worn out

VULNERABLE

fragile
guarded
helpless
insecure
leery
reserved
sensitive
shaky
tender

YEARNING

envious
jealous
longing
pining
wishful

AFFECTION

compassionate
friendly
loving
sympathetic
tender
warm

INTERESTED

absorbed
alert
curious
enchanted
engaged
fascinated
intrigued
spellbound
stimulated

GLAD

alive
amazed
amused
awed
encouraged
energetic
enthusiastic
excited
grateful
happy
hopeful
inspired
invigorated
joyful
motivated
optimistic
pleased
thrilled
wonder

GRATEFUL

appreciative
moved
thankful
touched

HOPEFUL

encouraged
expectant
optimistic

PEACEFUL

calm
comfortable
centered
composed
content
fulfilled
relaxed
relieved
satisfied

RESTED

alert
alive
energized
invigorated
refreshed
rejuvenated
relaxed
renewed
strong

Consider a recent situation ...

- Circle the emotions were associated with that situation?



- What needs (or values) were underneath those feelings?



UNIVERSAL HUMAN NEEDS/VALUES

The needs below are grouped into categories of core needs, 3 meta-categories and 9 subcategories

WELL BEING (peace)

Sustenance/Health

abundance/thriving
exercise
food, nutrition
nourishment
rest, sleep
shelter
sustainability
support/help
wellness
vitality, energy, aliveness

Safety/Security

comfort
confidence
emotional safety
familiarity
order, structure
predictability
protection from harm
stability
trust, faith

Rest/Recreation/Fun

acceptance
appreciation, gratitude
awareness
balance
beauty
ease
equanimity
humor
movement
play
relaxation
rejuvenation
simplicity
space
tranquility
wholeness
wonder

CONNECTION (love)

Love/Caring

affection, warmth
beauty
closeness, touch
companionship
compassion, kindness
intimacy
mattering/importance
nurturing
sexual connection
respect, honoring
valuing, prizing

Empathy/Understanding

Awareness, clarity
acceptance
acknowledgment
communication
consideration
hearing (hear/be heard)
knowing (know/be known)
presence, listening
respect, equality
receptivity, openness
recognition
seeing (see/be seen)
self-esteem
sensitivity

Community/Belonging

cooperation
fellowship
generosity
inclusion
interdependence
harmony, peace
hospitality, welcoming
mutuality, reciprocity
partnership, relationship
support, solidarity
trust, dependability
transparency, openness

SELF-EXPRESSION (joy)

Autonomy/Authenticity

choice
clarity
congruence
consistency
continuity
dignity
freedom
honesty
independence
integrity
power, empowerment
self-responsibility

Creativity/Play

adventure
aliveness
discovery
initiative
innovation
inspiration
mystery
passion
spontaneity

Meaning/Contribution

appreciation, gratitude
achievement, productivity
celebration, mourning
challenge
efficacy
effectiveness
excellence
feedback
growth
learning, clarity
mystery
participation
purpose, value
self-actualization
self-esteem
skill, mastery

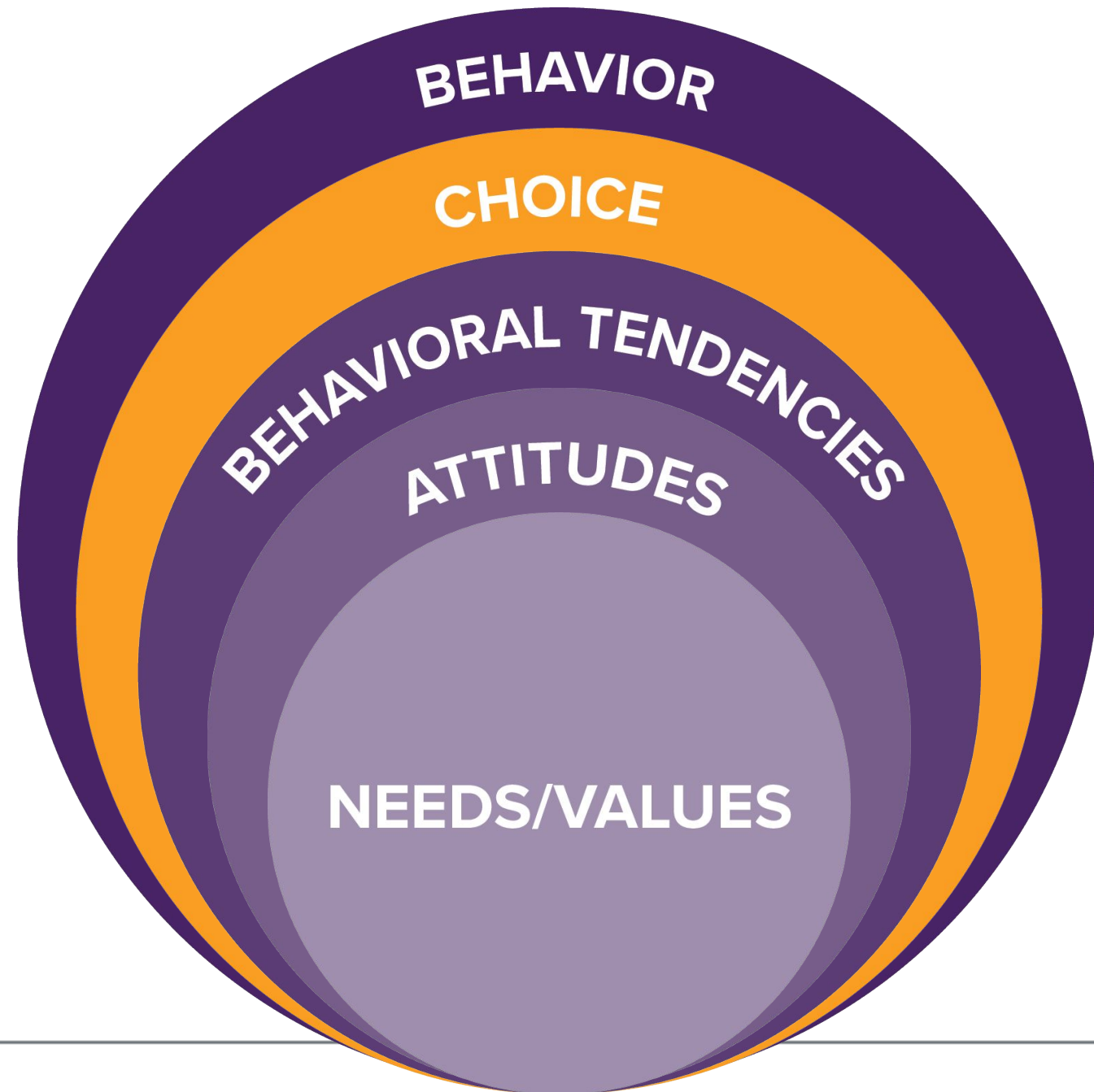
Emotional Intelligence in Leaders

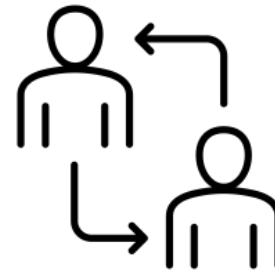
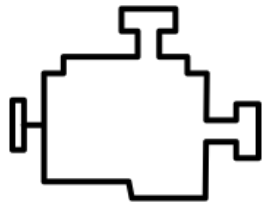
IQ being equal, **Emotional Intelligence** contributes to **80-90%** of the competencies that **distinguish outstanding from average leaders.**

85% of workplace success is a product of highly-developed emotional intelligence skills



Every
behavior is
a reflection
of a need





Consider a situation where you were bugged by another person's logic and emotion being out of balance.

- What **behaviors** did you notice in them?
- What is your best guess as to the **emotions they were experiencing**?
- What are **possible needs** that were at play for them?



At your tables, discuss ...

- What does this discussion bring up for you?
- What will be easy? What will be a challenge?



Your Challenge

- Commit to watching and attending to your own balance of logic and emotion
- Commit to one action you can do as a leader to help others





Next Steps

Take the Next Step in Your Leadership Journey

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