



Momentum

Demystifying emotional intelligence



Emotional intelligence can make you a better leader

Emotional intelligence—the ability to understand and manage your own emotions, as well as recognize and influence the emotions of others—often is referred to as a “soft” skill. However, some claim that this skill is one of the hardest to master and utilize. Its four core competencies are essential for those aspiring to high-performance leadership.

- Self-awareness is your ability to not only understand your strengths and weaknesses, but to recognize your emotions and the effect they have on your team’s performance.
- Self-management is the ability to regulate your emotions, particularly under stress, and maintain a positive outlook despite setbacks.
- Social awareness is the ability to understand the perspectives of others, which enables leaders to communicate more effectively.
- Relationship management is a leader’s ability to influence, coach and mentor others, plus resolve conflicts.

Air Force EAP
1-866-580-9078 (TTY 711)
www.AFPC.AF.MIL/EAP

Contact your program

24/7/365

for confidential, no-cost help
for you and your household
members.

Live Webinar—Join us Wednesday, December 1 for *Emotional Intelligence Demystified – The Competitive Edge for Leaders*. Register [here](#).

Optimizing your emotional intelligence

Take criticism without becoming defensive. Being able to hear tough feedback is an essential leadership skill. While being defensive may be an automatic response, it’s better to pause, let initial emotions pass and ask clarifying questions.

Practice having empathy for others. Assess others’ verbal and nonverbal communication cues to better grasp their perspectives. Carefully observe and listen so that others feel you not only hear them, but understand.

Embrace situations outside of your comfort zone. Leaders regularly face challenges that don’t have clear, well-defined solutions, and they must make decisions with incomplete information. Train yourself to navigate such challenges and stay balanced.

Mind Your Mental Health

December is National Stress-Free Family Holidays Month

This year, try de-emphasizing the hustle, bustle and material excesses that can accompany the winter holidays.

1. Establish a realistic set of expectations and create an achievable set of goals for your holidays.
2. Don't try to recreate hallowed holidays of the past. Try celebrating the holidays in new ways.
3. Make lists and share tasks among friends and family. Ask for lots of help with decorating, gift wrapping and food preparation.
4. Set a holiday budget and stick to it. When 2022 arrives, you'll be glad you spent cautiously.
5. Take care of yourself throughout the holidays. Follow a routine sleeping, eating and exercise schedule. Limit alcohol intake and late hours.
6. If you're feeling lonely or otherwise disconnected, try volunteering some time to help others.
7. Schedule some stress relief activities just for you. Take a warm bath, listen to music, read a book or take long walks.

Visit www.MagellanHealthcare.com/About/MYMH or call your program for confidential mental health resources.

Working on Wellness

Dealing with an employee's substance misuse

- If you suspect a problem, document the employee's behaviors that indicate a work performance issue. Note your specific observations about the employee's performance, including dates and times of observed situations.
- Without trying to diagnose, refer the individual to the program for treatment resources and support.

Showing Support

Should you build a team brand?

- Having your team define their "brand" can have a powerful impact on their effectiveness and engagement with the rest of the organization. Assess your team's reputation and identify their unique abilities and common values.
- A strong team brand can serve as an announcement to the organization that your people are exceptional and can be trusted with major projects that have impact across the enterprise.



Managing Work-Life Balance

Use coaching to unlock employees' potential

To optimize your success as a coach, take time to get to know each employee. Find out what motivates and excites them; this understanding will serve as a useful foundation as you encourage them to grow or change. Tailor your coaching efforts to align with your organization's core values. Keep your coaching conversations flowing both ways, with abundant opportunity for mutual feedback and discussion. Provide constructive feedback on employees' progress and how they can continue to improve.