Intoxicated Leadership

How to avoid leading under the influence of your emotions

HCCA™
Health Care Compliance Association

Benjamin Martin
www.ETR LeadershipSolutions.com

Player	Team	Suspension by the NBA	Salary lost
Ron Artest*	Pacers	Remainder of the season (86 games; 73 regular season and 13 playoff)	$4,995,000
Stephen Jackson*	Pacers	30 games	$1,700,000
Jermaine O'Neal*	Pacers	15 games (originally set to be 25 games, reduced on appeal)	$4,111,000
Ben Wallace	Pistons	6 games	$400,000
Anthony Johnson*	Pacers	5 games	$122,222
Reggie Miller	Pacers	1 game	$61,111
Chauncey Billups	Pistons	1 game	$60,611
Derrick Coleman	Pistons	1 game	$50,000
Elden Campbell	Pistons	1 game	$48,888
David Harrison*	Pacers	None	None

2. MEAT LOAF VS.

We are programmed to survive conflict first…but not necessarily to thrive in it.

Feedback

Exposures

Construction

Only 7% of our communication is verbal

We remember 80% of how we feel during a conversation & only 20% of what was said.

A&P of conflict

- ^HR & Breathing
- Dilated Blood Vessels
- Liberation of Fat & Glycogen
- Auditory Exclusion
- Tunnel Vision
- Memory & Attention

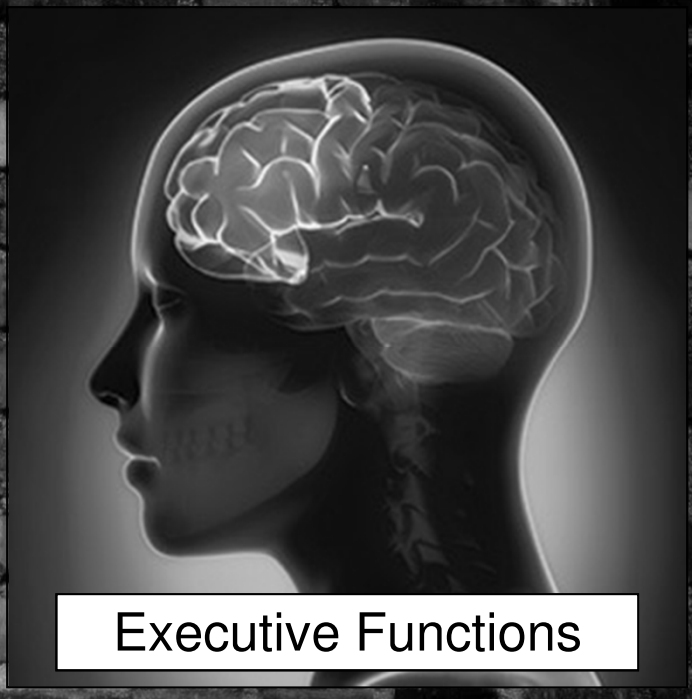
Attention

Inhibition Control

Working Memory

Cognitive Flexibility

Reasoning, Problem Solving, Planning



Executive Functions

Intoxicated Leadership

"Occurs when emotion, rather than reason, fuels the choices made in any given situation"

Discussion
(Shouting)

Disagreement
(Silence/Yelling)

Attack
(Screaming)

A War with Words: The Role of Conflict in Literature

Conflict Management

- Deescalation
- Stabilization
- Resolution
- Hard Feelings

2016-08-29 17:26
GMT +0

Emotional Intelligence: Recognizing and regulating emotions in yourself (& others)

Self Regulation

Controlling or redirecting disruptive impulses & moods—trustworthiness, integrity, comfort with change

Social Skill

Rapport, effective in leading change, networking, persuasiveness

Empathy

Understanding other people's emotional makeup—recognition; maximizes development & retention

"If you want to make changes in the worker's behavior, change the behavior of the boss."

-Alan Brunacini

Have the Employee Take Notes
Look out for Monkeys
Unified Command Rehearse &

What does your "Win" look like?

1. Chief McDowell: Sincerely appreciate and am inspired by the way you (and the captain) chose to handle that.
2. I understand that while the training academy is 100% of what I do, in reality it may only be 25% of your agenda.
3. We have been operating without Dave at 100% which has been difficult.
4. I have taken your advice and talked with Instructor Wholaver, in addition to the other instructors about their commitments.
    a. Brian has acknowledged that his previous supervisor did not require this of him, and as a result he acted at his own discretion. This is something that will take a little time and emphasis to relearn.
    b. He also stated that he gave alternate dates in an attempt to limit impact to our section, which were not utilized (I understand we are not always in control of this)
    c. Why did you not route the request for G1 training through me? I was present the day you spoke with him about it.
    d. Please refrain if at all possible from scheduling my instructors without assessing impact to the cadre by speaking with me first.
5. Quarterly planning meetings at our level could have helped prevent this. (Whose role is it to schedule and call for these?)
    a. No live fire training planning; No recruit school 68 planning (I'm told we normally have 3-4 leading up to the academy)
        i. We could have benefited from your presence at live fire. Kelly was injured, fortunately Varga was extra on the burn team and could assist.
    b. Acting Officer: Williams lets me know he needs wholaver to assist, I assess impact and plan for his absence.
    c. As a result, twice officers in our own section have scheduled an instructor without so much as a heads up.
    d. A lack of communication and planning is a primary obstacle.
6. I am not RJ.
    a. Williams communication during our last meeting is a concern, your reaction is extremely alarming.
    b. I do not sweep things under the rug.
7. I need the status of the Recruit EVOC scores, and the Instructor TTT status. I'm happy to drive over and get them if you approve. I'm trying to avoid ruffling more feathers but the instructors are getting increasingly frustrated and anxious over the lack of information.
8. Plan to be available for walk through of 68 starting approximately 1pm on Monday.

92
The Miami Herald
Final
MARLINS 3–2 INDIANS
CHAMPIONS!
70