

Note: slides and handouts are available at: peterbromberg.com/keynotes/ltc/

1. Introductory remarks

- a. Thank you to LJ for inviting me to participate with you here today and to , David, and Carmen for their support in putting this day together
 - b. I'm pleased and honored to help kick off the LJ Leadership Academy.
- 2. To begin, I'd like to share a quote from Victor Frankl.** Frankl was a neurologist and psychiatrist as well as a survivor of the Holocaust
- 3. He was the founder of logotherapy- a form of analysis that is rooted in the desire to find meaning in one's life,**

SLIDE CHANGE: TO VICTOR FRANKL QUOTE

- 4. "Between stimulus and response is a space...In that space is our power to choose our response. In our response lies our growth and freedom."**
- 5. These ideas: rooting ourselves in our life's meaning and our ability to make choices are key concepts that we'll be building off of and returning to today.**
- a. Specifically, we'll talk about the importance of emotional and social intelligence, and look at some practical ways in which we can develop our awareness and a focused intentionality in our lives and careers.

SLIDE CHANGE: What I believe

- 6. "I like to begin presentations by being up front about what I believe.**
- a. We all exert influence
 - b. We can make conscious choices that will increase our influence
 - c. We can learn to make choices more consciously and consistently
- 7. "As groucho marx once said, "These are my principles, and if you don't like 'em, well... I've got other principles.. Here are some of my other principles."**

SLIDE CHANGE: What I believe 2

- a. "I believe that...
- b. Higher emotional and social intelligence correlates with our ability to have positive influence in the world.

- c. These competencies can be developed.

WARM UP POLL

- 8. “Before we jump in, I’d like to do some quick polling of the room just to get a sense of who’s here, and to help you get a sense of each other:
 - a. How Many Years as a Librarian?
 - b. Type of Organization?
 - c. Strengths
 - d. Area of Improvement

 - e. “Great! We’ve started doing some self-reflection. Let’s build off of that as we begin to explore the importance of emotional and social intelligence”

SLIDE CHANGE: Reflection Activity

EMOTIONAL AND SOCIAL INTELLIGENCE

- 1. **Reflection Activity:** “If you have your handout handy you can turn to page 1 to follow along. I’d like to invite you to reflect for a moment:
 - a. Think of a person who has made a difference in your life – has had a positive impact? Someone who has helped you become who you are today?
 - b. Take a moment to bring this person to mind
 - c. Who were they in relation to you? – (and you can record this on p. 1 if you like.)
 - d. Think about: What was it about them that had such a positive impact on you? What behaviors did they exhibit? What attributes did you see in them?
 - e. In chat, share who this person was in relation to you (boss, teacher, librarian, etc)
 - f. In chat, in a word or three, what was it about them that impacted you?

- g. In chat, in a word or three, describe this person's characteristics
- h. Many of the behaviors and characteristics that you've shared indicate that the people in your lives who have had a positive influence had a high level of emotional and social intelligence. What do I mean by that?

SLIDE CHANGE: Emotional/Social Intelligence

- a. "This is one model representing the four areas of emotional social intelligence: Self/Other | Awareness and management
- b. ASK:** "Looking at these four quadrants, can you see how the behaviors/characteristics that you shared reflect the competencies in this framework? In chat, identify some of the behaviors and characteristics you shared and whether they reflect self awareness, self-management, social awareness, or social management.

SLIDE CHANGE: Emotional/Social Intelligence 2

- c. *Walk through the basic hallmarks...*
- d. "So... You already know this from their own experience – that people who consistently exhibit these behaviors and competencies are more effective and have a positive impact, situationally, and directly through one-to-one relationships."

Lecture/Key Points

- e. There is research that shows that high EQ/IQ correlates to success in one's workplace and career. In fact, the research suggests that Knowledge and experience are "threshold skills." They only get you to average.
- f. The good news: These emotional and social intelligence competencies can be developed. How? A number of ways, but the key in building awareness.
- g. A practice of Mindfulness or to use Daniel Goleman's term, "Attention Training" is invaluable. It leads to more awareness in the moment, more self-awareness, more empathy, increased cognitive, creative, emotional capacities. By practicing mindfulness we are better able to regain focus after distraction.
- h. A key challenge for many of us is that over time, Chronic Stress impairs our emotional and social intelligence. Stressors that happen throughout the

day repeatedly trigger a mild state of fight/flight – which is to say that our sympathetic nervous systems are activated, and activity in the “task positive” network of our brain heats up-- and as a result we are cognitively, emotionally, and creatively impaired. This state of mild impairment is triggered throughout the day, and unless we **intentionally take action to renew ourselves**, we will often be operating at sub-optimal states. Thus, we need to have a renewal strategy and be intentional about keeping our energy up, and keeping our brains, bodies, and emotions in tune.

- i. On page 2 in your handout, there is a worksheet that you can use to help develop a plan for countering chronic stress.
 - a. *Hope (visualizing or focusing on a positive future state)*
 - b. *Daily reflection or gratitude*
 - c. *Mindfulness, Prayer (to a loving God)*
 - d. *Physical touch. Petting a pet*
 - e. *Exercise, movement, yoga*
 - f. *Laughter, play, joy, music*
 - g. *Altruism, Kindness, Caring*
 - h. *Resonant Relationships (nonjudgmental, supportive, uplifting)*

REVIEW BENEFITS of these practices:

- i. These activities activate our parasympathetic nervous system, and the “default mode” network in our brains.
- ii. Oxytocin and vasopressin released into the blood stream. (vasodilators – arteries dilate) (blood pressure goes down, pulse goes down, breathing slows)
- iii. Benefits: Immune system
- iv. Promotes neurogenesis
- v. Increases cognitive, creative, emotional capacities.

SLIDE CHANGE: Meditation rewires the brain

Meditation rewires the brain

1. If you only do one thing however, I highly recommend a daily practice of meditation, or “attention training.”
2. Repeated studies have demonstrated that meditation can rewire how the brain responds to stress.

3. Boston University researchers showed that after as little as three and a half hours of meditation training, subjects tend to react less to emotionally charged images.
4. Other research suggests that meditation improves working memory and executive function. And several studies show an increased ability to concentrate on fast-changing stimuli. and more resistant to getting sick

SLIDE CHANGE: Google's Search Inside yourself Program

- a. By a show of hands, who has heard about Google's "Search Inside Yourself" program?
- b. Google built their Leadership program around mindfulness meditation as a way to develop EQ.
- c. Remember, Google is fundamentally an organization of engineers, of scientists who are evidence-based in their decision making. They based their program on mindfulness meditation because of the neuroscience evidence that high performance correlates with emotional and social intelligence, and mindfulness-based meditation results in an increase in the EQ/SQ competencies and behaviors.
- d. Google says that the SIY program is about learning to pay attention nonjudgmentally.
- e. **In chat:** Why do you think learning to cultivate nonjudgmental attention might help to develop emotional and social intelligence? What's the connection there?

SLIDE CHANGE: Time Magazine

- a. "And It's Not just New Age, California Google..."
- b. This goes beyond Google: General Mills, Target, Apple, Nike, Procter and Gamble and building mediation rooms and teaching mindfulness.
- c. General Mills: (based in MN) Has program known as Mindful Leadership, They put this program in place based on research that shows that calmer workers will be less stressed, more productive & make better decisions, work better together; benefits the organization.

SLIDE CHANGE: Salt Lake county

- d. Right here in Salt Lake County, the county promotes a mindfulness Monday where county employees can gather for a 15 minute guided meditation.
- e. Interested in starting? Make 2 minutes a day to sit and simply observe your breath. When you notice your mind has wandered, give yourself a gold star, say “wandering” and bring your attention back to your breath. Over time, try to bring this up to 5 minutes, 10 minutes, 20 minutes.
- f. Your breath is always with you so it’s easy to take a few minutes here and there to do it.
- g. This builds your focus muscle, and allows your attention to snap back more quickly after interruptions, which is why it is also referred to as “attention training”

SLIDE CHANGE: Axe and a bowl of soup

1. A Parable... (“Time for a story...”)

- a. There once was a man chopping wood. Halfway through his task the axe broke, and wanting to complete the job he walked to his next door neighbor who he found in the kitchen. "May I borrow your axe? Mine just broke and I'd like to finish chopping my firewood." His neighbor replied, "No, I don't think so. I have to make soup." Confused, the man explained, "Oh, I don't need your help, just the axe. Soup has nothing to do with your axe." His neighbor paused and admitted, "Well, truth be told, I don't like you and so one excuse is as good as another."
- b. “So what’s the moral of the story?”

SLIDE CHANGE: Relationship Trumps Reason

- c. “Relationship Trumps Reason”
- d. In his book *The Righteous Mind: Why Good People are Divided by Politics and Religi*, Jonathan Haidt, reports the research that human beings are willing to entertain new ideas and conflicting beliefs when we like the person sharing those ideas or beliefs.
- e. This means that building positive relationships over time is vital to your ability increase to influence others, and by extension, vital to your success.

- f.* This is true, no doubt, because, good relationships also translate into trust...
- g.* Let's test that statement...

Poll on Trust

1. Reflecting back on the person who made a difference in your life, how much trust did you have in the on a scale of 1 to 5 (1=not at all, 5=Implicitly)
2. Reflecting back on the worst boss you ever had, how much trust did you trust them on a scale of 1 to 5
3. *Note how poll results support the importance of trust.*

Slide Change: Trapeze Artists

1. And as Amy Cuddy says in her wonderful Ted Talk... "Trust is the conduit for influence; it's the medium through which ideas travel. If they don't trust you, your ideas are just dead in the water. Having the best idea is worth nothing if people don't trust you." ***Segue to Coaching***
1. We've been talking so far about emotional and social intelligence. Why these competencies correlate with success, and how to develop them.
2. It's about developing **a state of being**. Our emotional and social intelligence is about how we show up, consistently, day after day, moment after moment, and I believe it is THE foundation for success, for happiness, for having positive influence.
3. I'd like to shift the discussion now from talking about **competencies of being** – *how* we show up in the world -- to **competencies for doing and acting** in a way that moves us forward on our priorities. This address the *what we actually do* when we show up.

COACHING

1. Back in 2007 I had the good fortune to take part in an IMLS funded program in NJ where I was trained as an executive coach.
2. As I learned and practiced it, coaching offers a simple model for getting into action in a positive way and aligning our actions towards the creation of a preferred reality.

Slide Change: When we are getting what we want.

3. “From a philosophy of coaching perspective, “When we aren’t getting what we want , we have 3 choices:
 - a. *Change what we want*
 - b. *Change our behavior in a way that helps create the reality we want*
 - c. *Change our perception*

Slide Change: Relationship among perceptions, wants, actions

1. Lets take a look at a basic model that helps to illustrate the relationship among perceptions, wants, and actions.
 - a. The first thing we do is look out into the world and perceive the way it is. Note that in perceiving reality, we have many filters in place, and we selectively pay attention to certain data while ignoring or being unaware of other data. Based on the data we do select, we create meaning – we construct a narrative about what’s going on.
 - b. We run this picture of reality against our desired picture of reality – we compare it to what we want.
 - c. The difference between the two – what we see, and what we want is a called “the gap”, and we experience the gap as tension – we might label that tension as stress, frustration, etc.
 - d. But fundamentally, that tension is energy -- It is a source of energy for us– and we need to embrace that energy and not squander it with complaints, victimhood, etc. When we embrace it as energy that can be motivational and activating, we move into a place of agency and empowerment. And that puts us into a state of greater resourcefulness.
2. **Ask them:** Raise your hand if this is resonating – if you recognize that there are some gaps in your life between what you see and what you want to see.
3. Now, most of coaching is around getting into action, but it’s important to remember that we can also change our perceptions (by gathering more data, or reframing the meaning of the data we have), or we can change what we want. I was reminded of an example of this when listening to an interview recently with Rob McElhenney, the creator of the show, “Always Sunny in Philadelphia.” Any fans?

Slide Change: Sunny 1

4. Rob McElhenney was relating how the first season of the show did horribly in the ratings. So the network suggested that they add Danny Devito to the cast – that bringing in a bigger name would help with rating. McElhenney took action: He discussed this with his co-creator partners Charlie Day and Glenn Howerton, and they all agreed that they would not bring in any other cast members because they didn't want to upset the creative balance on the show, which they felt was perfect. He informed the network of their decision. FX told them, ok, then you don't have a show anymore.

Slide Change: Sunny 2

5. In light of this new data – new perceptions about “what is”, McElhenney, adjusted what he wanted and reprioritized: Having the show at all was more important than having a show without Danny Devito. The rest is history.

Slide Change: Coaching = Awareness → Action

1. The following five question coaching model is a highly effective way to increase our resourcefulness by gaining clarity about what we want, taking action to move in that direction, and assessing whether those actions are effective. (these are on p. 3 of your handout)

First, we assess what is, then we ask these questions:

- a. What do you want?
 - b. What have you tried? (what actions have we taken to bring about the desired reality?)
 - c. What was the result? (Did we move the needle? Move things in the right direction?)
 - d. What else can you do? (We generate options for action...)
 - e. What WILL you do? (We commit to taking action – specific is better. Set deadline)
2. We commit to taking action(s), we take action, then we reflect on the results of the action -- we assess what worked, and then repeat the cycle.
 3. Simple, but EFFECTIVE! We can take this up a notch...

Slide Change: Accountability

1. The magic ingredient is accountability...
2. In coaching, here's how accountability works: You tell someone else what you're going to do, and then ask them to follow up with you at a specific time to ask, “tell me what you did.”
3. Simple! But highly effective. When we get specific about what we are going to do and when, and we know that someone will follow up with us about it, we tend to get into action...

4. I strongly recommend trying this with a trusted friend or colleague who is willing to check in with you non-judgmentally, and ask, “so what did you do? And what happened when you did X? And what did you learn from that? What will you do next?”
5. **Raise your hand** if you can think of someone in your life that can be your accountability partner. I suggest 30-60 minute phone call 2-4 times/month – where you agree to hold each other accountable – NOT GIVE ADVICE – just listen and ask the five questions of each other.
6. Following this model, in combination with the other practices we’ve discussed to increase your EI/SI competencies, can yield dramatic results, moving you forward towards your goals, while also increasing your sense of empowerment and agency, and creating a positive upward spiral of learning and effectiveness.

Slide Change: Resourcefulness

1. “This model is a cycle of continual experimentation and learning. It supports growth and development. You are always strategizing, doing, reflecting, and this means you are **LEARNING**”
2. It is fundamentally a model of strategic thinking, that when practiced strengthens that muscle and will make you more strategic and effective across multiple domains in your life.
3. This increases your state of resourcefulness by helping you reflect, in a continual and structured way, on your full range of options: tools, skills, allies, supporters, and potential action steps you have at your disposal. By thinking and learning in this way, you will find that you simply have more choices available to you, as a painter has colors on a palette.
4. The coaching model is highly effective when used to get into action around the day-to-day priorities in your life
5. The last thing I want to share with you today is a model called the “Intentional Change Model”

Slide Change: Intentional Change Model

1. If coaching is about being effective day-to-day, the Intentional Change Model is about being effective in your life, writ large. It’s about getting deeply in touch with your core values, your life’s mission, and then moving – long term – in the direction of your dreams and creating the life that you want.

2. The model is based on the research of Dr. Richard Boyatzis, Case Western Reserve University. His many years of research with the model shows that it can help us achieve desired, positive, and sustainable change in our lives. For more information, see *Becoming a Resonant Leader* (Boyatzis, McKee, Johnston, 2008) and articles on “Intentional Change Theory.”

See p. 4 to follow along

The model contains five stages, or what Boyatzis calls “Five Discoveries”

1. **The first is the discover of the Ideal Self** We discover the Ideal self by taking the time to develop a clear vision of our ideal future. The vision should be rooted in our values.
 - a. (We won't cover it now, but on p. 7 there is a values clarification exercise that you can use to help you discover and gain clarity on your core values.)
 - b. Take the time to visualize yourself happy and engaged personally, professionally, emotionally, spiritually, etc. You will know you are connecting with a vision of your ideal self when the vision sparks feelings of passion, joy, and optimism. It may be helpful to reflect on what you would do if you won \$100 million dollars in the lottery, or reflect on what you want your legacy to be after you are gone.
2. **The 2nd discover is the Real Self** The real self is the current self – it's how you currently show up in the world.
 - a. What impact do you have on others and for others?
 - b. What are your strengths? What is your personality style?
 - c. Your learning style? What are your guiding values and assumptions?
 - d. Consider using 360 feedback tools and personality assessments (DISC, Myers Briggs, strengthfinders) to help you develop a full understanding of your real self.
 - i. If you've taken Disc, Myers-Briggs, Strengthfinders, True colors, etc, share your style or strength in chat.
 - ii. Looks like many people already have some good data on their real selves!
3. **The 3rd discovery is your Learning Agenda** In this step, you develop a learning agenda designed to close the gap between your real self and your ideal self.
 - a. The agenda encourages a learning orientation focused on development as opposed to a performance orientation which leads to defensiveness and

avoidance of risk.

- b. The agenda should **focus on who you want to become** and should be aligned with your personal values and desires, not dictated by what others think you *ought* to do. The learning agenda should reflect things you *want* to learn, and **should energize you**.
4. **The fourth discovery is experimentation and practice with new behaviors**
Your journey from current self to ideal self will involve changes in perspective and behavior. It might mean practicing assertiveness, conflict resolution, or public speaking. These new ideas and behaviors should be experimented with in a safe environment as you “try them on” and reflect on results. These safe spaces may exist at work, and/or you can practice new skills and behaviors in community groups, professional associations, clubs, etc.
5. **The fifth discovery is your network of Resonant Relationships** Having a network of resonant relationships – people who care about and support you, and can give you honest feedback – is a key element in supporting the other four steps, and in supporting the sustainability of positive change.
 - a. Think back to the person you identified when we started our discussion today – they were likely a resonant relationship for you. These are people who have no agenda other than supporting and caring for you—A sign of a resonant relationship is, after you interact with them, you feel better about yourself and the world, more hopeful, more relaxed or joyful.
 - b. **Resonant Relationship Reflection** Take a moment to think of some people in your life who might be resonant relationships and make note of them.
 - c. **Key point:** Knowing your values and having a clear personal vision gives you a deep wellspring of motivational energy and a nearly infallible guidance system for aligning your energy and choices with your noble purpose. When that happens, you are in the flow more often and will operate at a highly effective level.
 - d. **Question: (if time):** Can you reflect on times when your behavior was highly aligned with a core purpose? During those times, did work seem easier? More fun? In a word or two how would you describe that experience?

Assessments for you to use

1. On p. 5-6 there are two assessments that you can use to help you implement the Intentional Change Model. I recommend sitting down with them once/month to see which areas of the model you need to devote more time/attention to.

Slide Change: Me at my best

1. One last tool, that I'm going to HIGHLY recommend doing the "Me at My Best 360" activity on p. 8.
2. This involves asking 10-15 people in your life to tell you about you at your best and then looking for patterns – specifically, trying to identify the emotional and social intelligence competencies that you are strong in.
3. This exercise simultaneously gives you accurate feedback about your real self, while also giving you data that helps you develop a vision of your ideal self – as "you at your best" is likely an inconsistent version of your ideal self. Lastly, it will reinforce the connection between social/emotional intelligence and your ability to have a positive impact in your own life, and in the lives of others.

CONCLUSION

1. A few comments before we conclude: Remember that you have the power to make choices every day. And those choices either lead to a more enriching experience for you and others, or they don't. Please, I ask you to take care of yourself, that you may bring your best self into the world more often.
2. Think back now on our opening reflection exercise – on the person who changed your life: Now ask yourself, What will your legacy be? Who's list will you be on? Whose life will you have changed for the better, and how?

Slide Change: Peter Block

1. I'll leave you with this closing thought from Peter Block:

"Choosing to act on 'what matters' is the choice to live a passionate existence...

Acting on what matters is a stance whereby we declare we are accountable for the world around us and are willing to pursue what we define as important."

2. In my heart of hearts I believe that as librarians we are the luckiest people – because we are privileged to get out of bed every morning and do work that makes a real, and positive difference in the lives of so many people. What we do

is noble, and it is important.

3. So, I hope our time together today, and your participation with this leadership academy will help you act on what matters, and be fully present, and passionate in your work and in your lives.

Slide Change: Thank you