

# SELF-MANAGEMENT

## Competency Development Guide

### Self-Management Defined:

Managing your responses to emotions by understanding them and using that to direct and control your behavior.

People with high degrees of self-management are able to use their awareness of their emotions to guide and direct their actions and behaviors towards positive outcomes. Self-management helps you act intentionally rather than reactively.

#### Self-Management Improves with Maturity

80-89 = a strength to build on

70-79 = with a little improvement this could be a strength

60-69 = something you should work on



Source: Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves

### 4 Tips for Managing Emotions

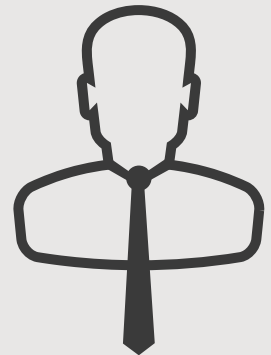
1. Recognize how you're feeling and accept / confront that feeling
2. Don't let your emotions control you
3. Express them fairly, honestly, openly, accurately and where appropriate
4. Use them to be more productive

How often do you act on your emotions without knowing it? Things are happening, you're really busy and you're not even really aware of how you're feeling and reacting.

You hear something through the grapevine and you get upset. Your co-worker got promoted and you don't think they are the right candidate. You start thinking about all of their flaws, what makes he or she a better candidate, and you get really upset over it.

However, that surface level emotion is not really what's upsetting you. It's that you wanted that position and you didn't get it, you feel let down, inadequate, and unsuccessful. That's what's driving your current behavior. You are upset and you're not dealing with it. You are choosing to be angry.

This is just one example of how your emotions can get the better of you. It's important to understand when things happen, how you are reacting and how are you acting as a result.



Emotional intelligence is the "something" in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up under two primary competencies: personal competence and social competence.

Personal competence is made up of your self-awareness and self-management skills, which focus more on you individually than on your interactions with other people. Personal competence is your ability to stay aware of your emotions and manage your behavior and tendencies.

SOURCE:  
Emotional Intelligence - EQ, Forbes.com, Travis Bradberry

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When you're having those emotions, a part of your brain has stepped back saying, "Why did that upset you?" Then that analysis allows you to create a little distance between you and your emotion, so you can deal with it in a logical fashion.

How do you reign in your emotions? If you're being yelled at, chances are you're going to want to yell back. How do you deal with that?

One thing you can do to help put some distance between you and the emotion is to ask yourself, "What's really going on?" One thing that's very interesting in an emotional situation is that what you are talking about is usually not what's really going on.

How well do you express your emotions? In other words, are you able to openly talk about them? A lot of people, especially at work, just don't want to talk about their emotions. Work is for business. But remember, you have the right to say how you're feeling. In fact, you should be able to say how you're feeling to better communicate with others, to let others know how you're doing and what's going on.

So in dealing with emotions, you need to accept them first. Accept them in yourself. You have the right to feel this way and understand that. However, create a little distance so that you can think through it. Why am I feeling this way? Why am I reacting so strongly? Then you shift gears from being emotional about the situation to being analytical about it. Sometimes, just that little step back helps you solve it.

When should you indulge your emotions? When do I let my emotions work for me? It's important to remember that emotions aren't all bad. For example, take a case of nerves. Before a key presentation or meeting, you're as nervous as can be. Turn that into positive energy. It's just a part of everyday life. This whole idea of talking to people, being enthusiastic, it's a very powerful emotion. Harness that energy and turn it into utilizing positive emotions.

### Supporting Behaviors

#### Conflict Resolution

Resolving conflict effectively, without emotional reactions to difficulties, is one very positive indicator of effective self-management. Conflict resolution requires: good listening skills, problem solving skills, negotiation skills, and analytical skills

#### Decision-Making

Impulse control is another way of thinking about this. How we make decisions matters. In War and Peace, Tolstoy wrote that the two greatest warriors are time and patience. The power of these two warriors is their ability to provide clarity, transform situations and ease pain. Sometimes it pays to simply stop, breathe and think before acting.

### SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps, consider outlining key supporting behaviors that are important in your organization.

You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

#### SELF-AWARENESS:

Identifies personal skill areas to be developed.

Looks for opportunities to learn from mistakes.

Invests time and resources to learn, grow and develop.

#### RELATIONSHIP BUILDING:

Initiates and participates in casual conversation.

Develops rapport with a variety of people.

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### Goal Setting

It's hard to know where you are if you don't know where you are going. Setting personal and professional goals helps guide your decisions and a range of important self-management behaviors.

### Optimism

Maintaining an optimistic outlook is important. Humor and the belief that change and the future will be better than the present can help us pull through difficult and challenging situations.

### Recommended Resources from The BizLibrary Collection

Keep Your Cool: Truths (Part 1)

Using Emotional Intelligence (Part 3 of 8): Improving Your Self-Management

Conflict Resolution Episode 1: The Loudest Person Wins!

Cutting Edge Success at Work: Build Employability Skills

To watch these courses and more within The BizLibrary Collection, [request a demo today!](#)

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## SUPPORTING BEHAVIOR STATEMENTS

### EMPOWERING OTHERS:

Allows others to make mistakes and take risks to learn and grow.

Gives others the freedom to have control of their tasks and duties.

Provides guidance and support for others as they take on new challenges.

### CARING ABOUT DIRECT REPORTS:

Monitors workloads and shows appreciation for extra effort.

Treats direct reports equitably.

### PEOPLE AGILITY:

Builds cooperation between departments and work groups.

Develops rapport with a variety of people.

Deals effectively with all races, nationalities, cultures, disabilities, ages, sexes, and life perspectives.

