

August 11, 2010



## **Time for Points to Ponder**

**Until all parties acknowledge the same root cause of the problem or of the conflict, discussions will only resolve the symptoms. Be prepared for the same situation to rear it's ugly head again.  
~ S. Frisinger**

**You know that** the same situation could be described several different ways - our perceptions are based upon our past emotional experiences. Those events that affect us the most are those that have made an emotional impact on us. Our emotional brain keeps these memories and the intense feelings alive for years. The test of a resonant leader is to successfully work with individuals to identify and resolve the true conflict.

As you know, this is more difficult than it appears. Our emotions can attack when we sense danger and cause us to fight for our life. Leaders with a high degree of emotional intelligence use their abilities to uncover genuine concerns distinguishing between fact and imagination that appears real.

Below are some questions to ask to progress along the path to conflict resolution:

- "What is the problem?", following up with asking "What caused that?" as many times as necessary. The deeper you probe for the cause, the wider people will expand their thinking.
- "Who is this a problem to?", following up with "Why?" and "Who else?" as many times as necessary. These questions continue to clarify the implications of the problem.
- "If you were looking at this from another perspective, would it look the same?", following it up with "Why or why not?". This question begins to elevate the emotions that may be hidden.
- Look for the second half of the questions in the next Leadership Points to Ponder newsletter!

**Leaders** who consistently demonstrate higher levels of emotional intelligence are more likely to maintain a stronger team cohesiveness and increase retention. Your team results can also include outstanding performance and higher commitment.

**Conclusion** Leaders who do practice keeping their own emotions in check and their ego defenses low are seen as more approachable and garner stronger team loyalty. Your reputation as supportive and fair will precede you. As a leader, you have the ability to help others realize their exceptional potential. How you interact with them - the words you use, the signals you send - all affect their performance. [Contact Shari](#) to bring this and other edgy and results-oriented programs to your department.

Look for my new article: The Seven "In's" Of Leadership Ethics. This will be available in my "Members Only" website section. [Email me](#) for details!




Reference: Johnson, C.E. (2009). *Meeting the ethical challenges of leadership: Casting light or shadow*. Los Angeles: SAGE.

## Stay connected...More communication for you

Thanks to ACPC for inviting me to give two break-out sessions in Detroit. This will be my fifth time presenting in seven years. It's always exciting to revisit aviation colleagues. Think EI is not relevant in your area? Cessna Pilot Centers have asked me to continue my "EI For Flight Instructors" break-out session in Seattle. My article, The Seven "In's" Of Leadership Ethics, includes such "in's" as inconsistency and incompetence, will also be a white paper. We, as leaders, need to be aware of how our behaviors reflect on our leadership ethics. Read my article to see if you are practice any of these "in's".

**Do you want strategies to increase your own personal level of leadership that are founded in the latest research?** Shari addresses behavior and productivity issues in her keynotes and interactive workshops. *Book Shari now* to experience an edgy perspective on leading with direction, building a high-powered team, resolving conflict and raising your own emotional intelligence excellence. If your team shows signs of not "playing nice in the company sandbox"... [Contact Shari](#), 281.992.4136 to schedule your own team hands-on session.



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