Setting the Emotional Tone: Managing Emotional Culture in the Library

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About Me

• Associate Dean, Walker Library, MTSU
  • Assessment
  • Professional Development
• Researcher, Author, and Presenter
  • Leadership
  • Emotional Intelligence
• Mindfulness
• Organizational Culture
Introduction

Modeling good organizational behavior using emotional intelligence.
Introduction
What is Emotional Intelligence?
Emotional Intelligence

Goleman (2004) wrote, “Emotional intelligence, at the most general level, refers to the abilities to recognize and regulate emotions in ourselves and others.”
Emotional Intelligence

• Emotional Intelligence
• Self-Awareness
• Self-Management
• Social Awareness
• Relationship Management
## Overview

<table>
<thead>
<tr>
<th>AWARENESS (RECOGNITION)</th>
<th>SELF</th>
<th>OTHERS</th>
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</table>
| Self-Awareness          | • Understand emotions  
                          | • Know who they are  
                          | • Value-driven and self-accepting  
                          | • Introspection |
| Social Awareness        | • Empathy  
                          | • Compassion  
                          | • Considering emotions when making decisions  
                          | • Work to understand others |

<table>
<thead>
<tr>
<th>MANAGEMENT (REGULATION)</th>
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</table>
| Self-Management         | • Self-control  
                          | • Work-life balance  
                          | • Long-term achievement  
                          | • Mindful |
| Relationship Management | • Building relationships  
                          | • Influence and inspiration  
                          | • Communication  
                          | • Be open and curious |
Emotional Intelligence

Why is emotional intelligence important to leadership?
Leadership is emotional.
Emotional Intelligence

Self-awareness and social awareness are the cornerstones of emotional intelligence.
Emotional Intelligence

While all four pieces play an important role in managing emotional culture, this webinar will focus on social awareness and relationship management.
Libraries need a healthy emotional culture in order to work well together and be a functional organization.
Emotions in the Workplace

Culture is the shared values, norms, and accepted behaviors of an organization.
Emotions in the Workplace

Emotions are fine in the workplace.
Emotions in the Workplace

Problems arise from too much or too little emotions.
Emotions must be expressed constructively.
As a leader, stay grounded and use emotions wisely.
Self-Awareness
Self-Awareness

• What look are you projecting to your library?
• What does that look say about you?
Self-Awareness

Are you emotionally aligned?
Self-Awareness

• Be aware of and control unconscious bias.
• See every person and situation with fresh eyes.
Self-Awareness

Where do you excel?
Self-Awareness

Are you allowing emotion to control your actions?
Self-Awareness

• Conscious pause
  • Right now I am thinking...
  • Right now I am feeling...
Self-Awareness

Reflect and explore why.
Self-Management
Self-Management

Emotional consistency.
Self-Management

Is it your mood?
Or is it you?
Self-Management

• Respond do not react.
• Delay your response.
Be aware of body language and facial expressions.
Monitor what you say to yourself.
Self-Management

Working after work.
Self-Management

Self-Care
Self-Management

• Develop and use your positive.
• Manage your negative.
Social Awareness
Social Awareness

What is empathy?
Social Awareness

• Types of empathy
  • Cognitive
  • Emotional
  • Empathic concern
Social Awareness

Problems with empathy.
What is compassion?
Empathy v. Compassion
Social Awareness

• Organizational awareness is a kind of empathy.
• Understand the people and culture of your library.
Relate with your co-workers.
• Acknowledge feelings and emotions.
• Influence and redirect emotions.
Social Awareness

Group problem solving.
Reward behavior you want to see.
Social Awareness

When problems arise, do not be passive.
Help develop a sense of purpose for the library and create hope and a vision for a better future.
Creating new norms and changing old ones.
Relationship Management
Leadership is relationships.
Relationship Management

Relations Leaders

v.

Task Leaders
Relationship Management

• Communicate effectively
• Be transparent
• Actively listen
Relationship Management

• Antagonistic relationships
  • Focus on facts, not people.
  • How did I contribute to this?
  • Meet hardness with softness.
  • Provide room to back down.
Relationship Management

• Use the 3 R’s
  • Redirection
  • Reciprocity
  • Rationality
Relationship Management

• Passive aggressive colleagues
• Conscious pause
• Benefit of the doubt
• Focus on the message
Review
Review

- Cannot change everything at once.
- Aim large, but start small.
- Small things add up to big things.
What message are we sending with our behavior?
How can we better model good organizational behavior?
Review

- Self-Awareness
  - What are we feeling?
  - Why are we feeling it?
  - Is it controlling us?
Review

• Self-Management
  • Not letting what we are feeling control us.
  • Changing what we are feeling.
  • Managing the message we send.
Review

- Social Awareness
  - Being aware of others’ perspectives and what they think and feel.
  - Being attuned to our library’s emotional culture.
  - Influencing the emotional culture of the library.
Review

- Relationship Management
- Developing relationships throughout the library.
- Managing relationships, especially difficult ones.
Questions?

Resources: drjasonmartin.info/professional/research/manageec/

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