

# AGLP Leadership Development Curriculum

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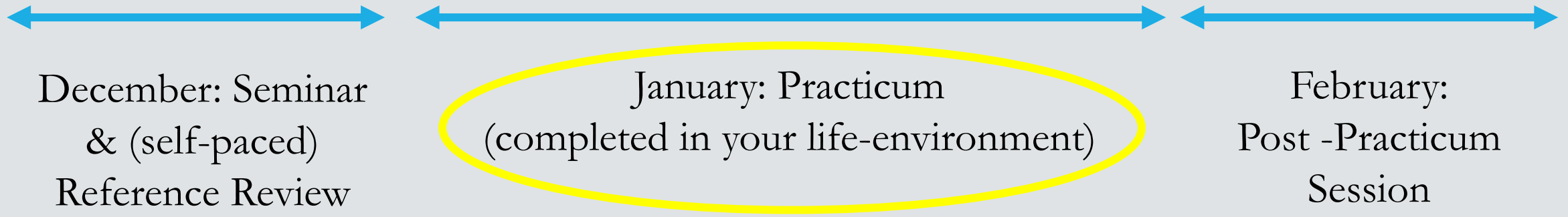
## Personal Conduct: Experiential Learning & Reflections Preview

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12/20/2021

# AGLP Leadership Development Sequence

Leading-Self Competency: Personal Conduct



Leading Self Competency: Technical Proficiency

January

February

March

# LEADERSHIP DEVELOPMENT SCHEDULE

Members of the Yale community can access the videos, slides and references using the embedded links in this schedule.

Date	Leadership Competency Theory Seminar	Emotional Intelligence Theory Seminar	Practicum Preview Session	Practicum & Reflections	Topic Review Session (Mentorship)
February 10 12:00-1:00	<a href="#">Leading Self: Accountability &amp; Responsibility</a>				
February 24 12:00-12:30			<a href="#">Accountability &amp; Responsibility</a>		
<b>December</b>				Perceiving Emotions	
December 1 12:30-1:30 w/GC					Self-Awareness & Learning
December 6 12:00-1:00	Personal Learning				
December 20 12:00-12:30		Personal Learning			

# AGLP Leadership Development Curriculum

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## Personal Conduct: Review

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*Aligning Values*

*Emotional Intelligence*

*Accountability*

# *Personal Conduct*

*Values & Ethics*

*Self-Awareness*

*Model the Way*

## Personal Conduct

*Model the Way*

### Leaders:

- demonstrate belief in their own abilities & ideas
- are self-motivated, results-oriented, & accountable for their performance
- recognize personal strengths and weaknesses
- emphasize personal character development
- use position & personal power appropriately

*Aligning Values  
Accountability*

*Self-Awareness  
Values & Ethics  
Emotional Intelligence*

**Leaders** understand the relevance and importance of **organizational values** and strive for personal conduct that exemplifies those values.

*Model the Way*

# Personal Conduct: Ethics & Personal Character Development



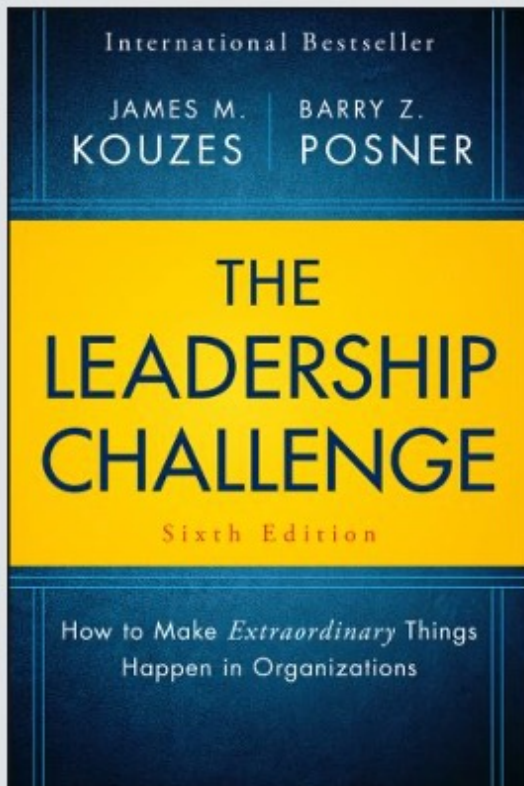
*desired attributes of a leader*

P. Northouse: Leadership Ethics

# Personal Conduct

**Leaders** understand the relevance & importance of **organizational values** and strive for personal conduct that exemplifies those values.

## Leadership Competency: Aligning Values Leadership Practice #1: Model the Way



**Leadership Practice:** Model the behavior you expect of others

### Leadership Commitments:

1. Clarify values by finding your voice & affirming shared values
2. Set the example by aligning actions with shared values

*Do what you say you will do*





# Personal Conduct & EI

The New York Times

## *The No. 1 Skill Eric Adams Is Looking For (It's Not on a Résumé)*

The mayor-elect of New York City wants his top officials to be emotionally intelligent, characterizing it as his “No. 1 criteria.”



Eric Adams, left, said that Louis Molina, the next correction commissioner, had the emotional intelligence to face the “very difficult environment” that awaits him. Dave Sanders for The New York Times



By Dana Rubinstein

Dec. 18, 2021

When Eric Adams was [looking](#) for someone to lead the nation’s largest police force, he considered some of the typical credentials, like relevant work experience and educational attainment. But he ranked another trait high on that list: “**emotional intelligence.**”

When he [named](#) David Banks as chancellor of the nation’s largest school system, Mr. Adams suggested that Mr. Banks exemplified emotional intelligence, something he argued would gird the new schools chief for the “battle” ahead. And when he named someone on Thursday to run New York City’s troubled jail system, he again [said his pick, Louis Molina](#), was “**emotionally intelligent.**”

Mr. Adams, the mayor-elect of New York City, says that attribute is a prerequisite to winning a job in the highest echelons of city government. It is a phrase that Mr. Adams said New Yorkers should get used to hearing — a term that, divorced from its academic underpinnings, is something akin to “**people skills.**”

With less than three weeks before he takes office, Mr. Adams must still fill the vast majority of his top administration posts. But he has been consistent in arguing that those ranks must be filled by the “**emotionally intelligent,**” deliberately downplaying more commonplace credentials, like academic achievement and government experience.

# Personal Conduct & EI

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## *The No. 1 Skill Eric Adams Is Looking For (It's Not on a Résumé)*

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Eric Adams, left, said that Louis Molina, the next correction commissioner, had the emotional intelligence to face the “very difficult environment” that awaits him. Dave Sanders for The New York Times

NEW YORK | The No. 1 Skill Eric Adams Is Looking For (It's Not on a Résumé)

Emotional intelligence is a notion rooted in the academic work of psychologist Peter Salovey, now the president of Yale University, and John D. Mayer, now a professor of psychology at the University of New Hampshire. Professor Mayer has [described emotional intelligence](#) as the “ability to accurately perceive your own and others’ emotions; to understand the signals that emotions send about relationships; and to manage your own and others’ emotions.”

NEW YORK | The No. 1 Skill Eric Adams Is Looking For (It's Not on a Résumé)

David R. Caruso, a psychologist who specializes in the study of emotional intelligence and has worked with Professors Mayer and Salovey, said it has gotten to the point where a person’s definition of emotional intelligence has become a Rorschach test.

“When you ask people, ‘What does that mean and how do you hire to that?’ that’s where folks slow down and either don’t answer or really indicate what they mean,” he said. “And even if they say ‘people skills,’ what is that? In our work, we’re pretty explicit.”



# Personal Conduct & EI

The New York Times

## What to Know: Emotional Intelligence

Eric Adams, the incoming mayor of New York, recently announced Keechant Sewell as his choice for police commissioner, praising her “emotional intelligence.”

But what does that mean?

Here’s a handy primer →

Thalia Juarez for The New York Times



Dec. 17, 2021



## What to Know: Emotional Intelligence



Eric Ravenscraft  
Reporting on psychology

## What is emotional intelligence?

E.I. is your ability to acknowledge your own emotions, recognize emotions in others and use that information to guide your behavior.

Developing your own E.I. can help you understand and improve your social interactions.

The author Daniel Goleman, who wrote a book on the subject, outlines five elements of E.I. They are ...

### 1. Self-awareness

This means being able to identify your own emotions and how they work.

Are you anxious in loud environments? Do you get angry when people talk over you?

If you know these things about yourself, then you’re practicing self-awareness. This can be more difficult than it sounds, but simply being aware of yourself is all it takes for this step.

Dec. 17, 2021



# Personal Conduct & EI

## 2. Self-regulation

Self-regulation deals with your ability not just to know your emotions, but to manage them.

If you get angry, knowing how to calm yourself down is important.

If you know that stalking your ex's Instagram is just going to make you feel bad, self-regulation would help you go do something to better your own life instead.

### What to Know: Emotional Intelligence



Eric Ravenscraft  
Reporting on psychology

## 3. Motivation

Internal motivation is a key component of E.I. This means that you know how to manage your own motivation and create or continue projects because you choose to, not because something outside yourself demands it.

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Getty Images



## 4. Empathy

It's just as important to be aware of the emotions of others.

This might mean developing the skills to recognize how people are expressing themselves — can you tell the difference between someone who's comfortable versus someone who's anxious? — but it also means understanding how other people may respond to the circumstances they're in.

### What to Know: Emotional Intelligence



Eric Ravenscraft  
Reporting on psychology

## 5. Socialization

This area deals with your ability to steer your relationships and navigate social situations. That might mean conveying your ideas, managing a team or dealing with a conflict in a relationship.

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Getty Images





## Personal Conduct References

- “What Leaders Do and What Constituents Expect & Model the Way” – First two sections of J. Kouzes & B. Posner’s *The Leadership Challenge*
- “Ethics, Character, and Authentic Transformational Leadership Behavior” – Bernard Bass & Paul Steidmeier, *The Leadership Quarterly*, 1999
  - Transactional Leadership / Transformational Leadership (charisma, inspirational motivation, intellectual stimulation, & individual consideration by providing coaching, mentoring & growth ops to those you lead) – best leadership is transactional & transformational
- “The Importance of Being an Ethical Leader and How to Become One” – Giulia Villirilli, *BetterUp*, ([available online](#))
  - Internal compass / consistent ethical behavior / raise concerns / admit mistakes / assume full responsibility / speak for team / walk the talk

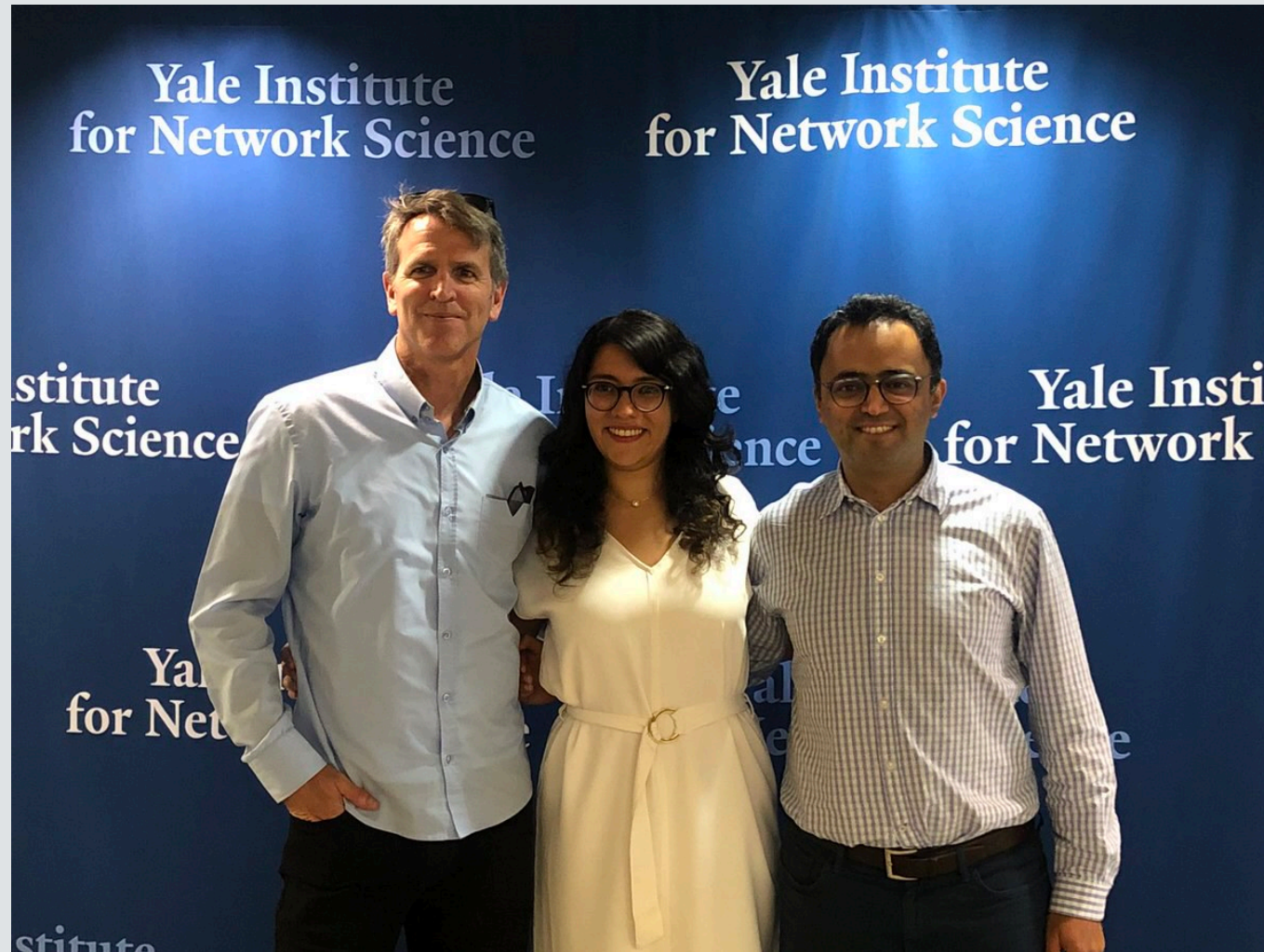
# Personal Conduct

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## Practicum: Experiential Learning & Reflection

# Personal Conduct: Experiential Learning Scenarios

- **Lab work environment**  
– leaders are self-motivated, results-oriented, & accountable for their performance – how do you do this?



- **Research publication process** – leaders demonstrate belief in their own abilities – can you do this?



# Personal Conduct: Experiential Learning Scenarios

- Teaching Fellow environment — leaders emphasize personal character development — how do you do this as TF?



- Home environment — leaders emphasize personal character development — do your roommates see you doing this?



# Personal Conduct: VW Experiential Learning



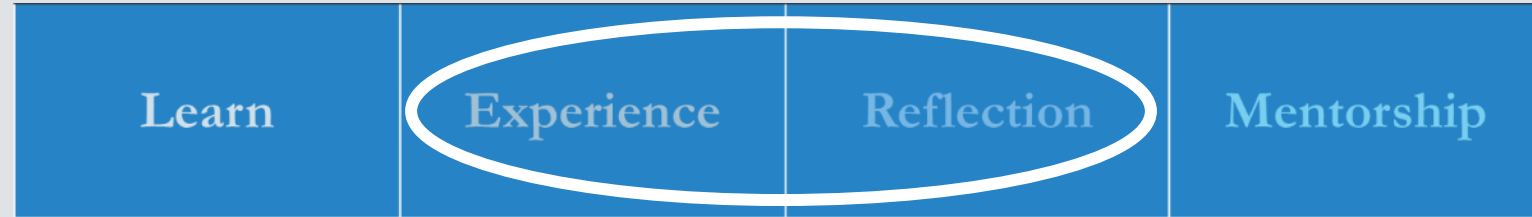
- **Walk the Talk** – People anticipate your actions and notice when you are not in-your-groove

- Ethical challenges don't come with advance warning – Focus is needed to keep focused

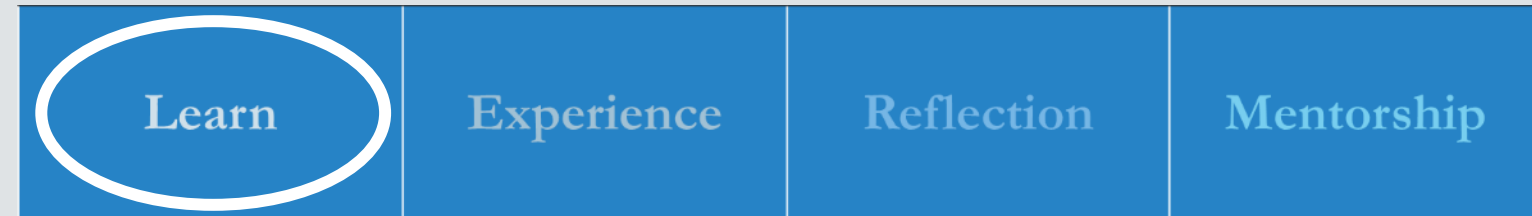


# Next Steps

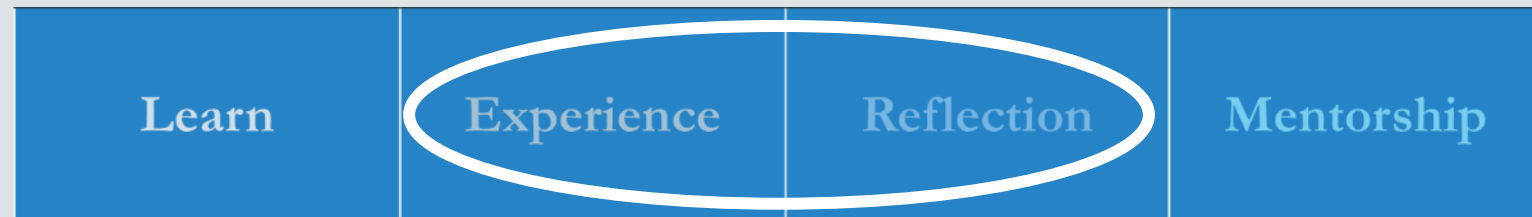
- EL & R – Managing Emotions – all December



- Seminar – Technical Expertise – January 10



- EL & R – Personal Conduct - all January



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## Personal Conduct: Experiential Learning & Reflections Preview

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