



Alumni Newsletter



2015 CALS Class

The Southern Legislative Conference (SLC) of The Council of State Governments (CSG) completed the 9th annual Center for the Advancement of Leadership Skills (CAL S), in conjunction with the Winthrop Rockefeller Institute (WRI) of the University of Arkansas System.

The 2015 CAL S program included leaders from Alabama, Arkansas, Georgia, Louisiana, Mississippi, Missouri, Oklahoma, South Carolina, Tennessee, and Virginia. The CAL S scholars participated in several engaging training sessions focused on essential topics such as leadership development, social media best practices, adaptive leadership, and communication essentials.

With the presidential election primaries only months away, participants had a unique opportunity to discuss the office of Commander in Chief with noted presidential historian, Richard Norton Smith.

The closing dinner was held at the historic Arkansas Old Statehouse. The culminating address, delivered by author Nick Tasler, focused on thinking strategically and acting decisively.

The Perks of Being CAL S Alumni

All alumni of the Center for the Advancement of Leadership Skills will receive complimentary registration to the 70th Annual Meeting of the Southern Legislative Conference.

The meeting is scheduled for July 9-13, 2016, in Lexington, Kentucky. To register, visit: sclatlanta.org/KY2016/registration.php.

Upcoming Events

70th Annual Meeting of the Southern Legislative Conference | Lexington, Kentucky: July 9-13, 2016

CALS Alumni Reception | Lexington, Kentucky: Sunday, July 10, 2016

CSG 2016 Henry Toll Fellowship Program | Lexington, Kentucky: August 26-31, 2016 (Applications currently are being accepted, contact Kelley Arnold at (800) 800-1910 or tolls@cs.org for questions).

CALS 2016 | Little Rock/Morrilton, Arkansas: September 24-28, 2016

CSG 2016 National Conference | Colonial Williamsburg, Virginia: December 8-11, 2016

**For an archive of the SLC webinars presented in 2015, please visit: sclatlanta.org/webinars

LEADERSHIP THEORY

The Key to Effective Leadership May be More Heart Than Brain, by Craig Weber

Goleman's Four Essential Leadership Skills

1. Self-management: grit, determination, focus, resilience—the ability to stay in control of one's self, to stay on task, and to maintain focus.
2. Self-awareness: Effective self-management depends on self-awareness; you can't manage what you don't see.
3. Empathy: the ability to see things from another's perspective.
4. Social Skills: the ability to interact positively and fluidly with others.

EQ and CC - Key to Achieving Balance and Results

People often ask questions about the connections between conversational capacity (CC) and emotional intelligence (EQ). A person who is emotionally intelligent enjoys the ability to monitor and manage his or her own emotional reactions, and to respond competently to the emotional reactions of others. This is a person who is self-aware enough to recognize, in themselves and in others, an emotional impulse before it manifests itself externally as a reaction, and to calmly and self-critically alter the expression to contribute something more fruitful and productive.

Similarly, a person with high conversational capacity has the self-discipline to remain open, balanced, and non-defensive in stressful circumstances. When I say balanced, I mean it in a distinct way: balanced individuals participate in conversations in a manner that is equally candid and curious. Unlike people with low conversational capacity, an individual with high CC can set aside his or her gut reactions to remain tactful, fair, and open-minded when presented with a challenging situation. Maintaining this balance is easier said than done because all too often, especially under stress, powerful emotional reactions – grounded in the fight-or-flight response – overwhelm our ability to be candid, curious, or both.

And therein lies the connection between EQ and CC. In order to remain balanced – both candid and curious – we must develop the ability to monitor and manage the intense instinctual reactions that so easily pull us off center. As Goleman's leadership skills outline, we must be self-aware enough to see ourselves within a situation (not just be in it), and continuously self-monitor to keep our emotions in-check. Emotional intelligence emphasizes the need to be empathic and to consider others, and conversational capacity provides us with the tools to actually do so.

They're Also Key to Effective Teamwork

The relationship between EQ and CC goes deeper: High emotional intelligence is also needed to monitor, and to then respond in a balanced way, to the emotional reactions of others, even when they're not making it easy. Rather than get defensive when someone lashes out, for instance, an emotionally intelligent person gets curious about what's triggering his or her strong reaction. Rather than avoid conflict or disagreement, we try to work through it. We lean into difference – not to agree, but to learn. This requires empathy, the ability to adopt the perspective of another to understand where they're coming from, to see the situation from their point of view. We're not doing this just to be considerate, but because we know that seeing things from a new perspective can also help us notice things about an issue that we can't see from our own vantage point. Empathy is thus not only about compassion; it's also a key element in thinking in more clearly and intelligently.

“In my model of emotional intelligence, grit falls under self-management, one of four essential leadership skills. The others are self-awareness—which is the basis for managing yourself—and empathy plus social skills.”

Daniel Goleman, “Teach the Key Ingredients for Leadership Success”

Work Once, Earn Twice

There is a reciprocal and reinforcing relationship between Conversational Capacity and Emotional Intelligence. Building and strengthening our EQ increases our conversational capacity, and increasing our conversational capacity expands our EQ. They go hand

in hand. The benefits are difficult to overstate; any investment made in deepening skills in one area pays off doubly by making it easier to build skills in the other.

Going Further

So the big questions are these: How good are you at balancing candor and curiosity in difficult circumstances? How emotionally intelligent are you? And what can you start doing to build both?

About the Author, Craig Weber

Known for delivering impactful work with his distinctively articulate and engaging style, Craig is a sought after speaker, author, and consultant. His pioneering ideas about conversational capacity and adaptive learning are outlined in his bestselling book, *Conversational Capacity: The Key To Building Successful Teams That Perform When The Pressure Is On* (McGraw-Hill, 2013), and in his popular *Conversational Capacity* eCourse.

ALUMNI ACCOLADES

Class of 2007



Mr. John Tilley, Kentucky, was appointed state Justice and Public Safety Secretary.

Class of 2008



Senator Arthur Orr, Alabama, was named Decatur City Schools PTA Community Leader of the Year.

Class of 2009



Mr. Ray Starling, North Carolina, was named chief of staff to U.S. Senator Thom Tillis.

Class of 2010



Speaker Pro Tem Lee Denney, Oklahoma, received the Kate Barnard Award, National Alliance for Public Charter Schools Champion for Charters Award, Saville Center Award for Child Advocacy, and named Legislator of the Year by the OK Pork Council and Outstanding Elected Official Award for Prevention of Child Abuse from the state Department of Health.

Class of 2010



Mr. Jabar Shumate, Oklahoma, was named University of Oklahoma's vice president for the University Community.

Class of 2011



Lieutenant Governor Kay Ivey, Alabama, received the Service to Agriculture Award, the Alabama Farmers Federation's highest honor.

Class of 2012



Judge Kenneth Watson, Oklahoma, was appointed to the Oklahoma Pardon and Parole Board by the Oklahoma Supreme Court.

Class of 2013



Mr. Quentin Messer, Jr., Louisiana, was named president and CEO of the New Orleans Business Alliance, the local economic development agency.

CALS Alumni, please submit your accolades and/or nominations for the CALS class of 2016 to Ms. Lori Moore at lmoore@csg.org.

Class of 2014



Representative Eric Johnson, Texas, was named the NewDEAL: 2015 New Ideas Challenge winner. The award recognizes the smart, pro-growth progressive solutions that are being developed and tested by state and local leaders across the country. Representative Johnson was selected for his legislation to create more flexible crowd-funding regulation requirements for a specific class of small business development entities that service historically underfunded business.



Representative Paul Lee, Alabama, was named Executive Director at Wiregrass Rehabilitation Center (WRC), Inc. in Dothan.

Class of 2014



Representative David Whitaker, Arkansas, was elected House Minority Whip.



Judge Yvette Mansfield Alexander, Louisiana, was elected to the board of governors of the American Judges Association and appointed membership chair.

Class of 2015



Representative Michael John Gray, Arkansas, was elected House Minority Leader.



Representative Margie Wilcox, Alabama, received the National Award from TLPA (Taxi, Limosine & Paratransit Association) for Outstanding Contributions to Women in Transportation.

Class of 2015

A Note from Lori Moore, CALS Program Manager

Although the 2015 Class of the Center for the Advancement of Leadership Skills was an amazing group, the year presented some challenges for me. In the early part of the year, I began having difficulty speaking. Recently, I was diagnosed with amyotrophic lateral sclerosis (ALS/Lou Gehrig's Disease). Despite what science says about this terrible disease, I'm not giving up! I still have all my motor functions and I fully intend on keeping them!

It's difficult for me to talk and I tire easily from doing so. That being said, I try to avoid phone calls. Also, please understand my absence on SLC state visits. Thankfully, I am in good spirits and well supported. My SLC colleagues have been helpful and encouraging. To be expected, some features of my job have changed. Fortunately, one aspect of my job that I enjoy the most, I'm still able to coordinate and contribute to, The Center for the Advancement of Leadership Skills.

I'm so inspired by each CALS class and have been very fortunate to make many lasting relationships with the emerging state leaders who work tirelessly for their communities. I value each and every one of you and hope you also see the value in the CALS program.

In closing, I look forward to seeing you at SLC Annual Meeting in Lexington, Kentucky. I also welcome recommendations of your colleagues who also are emerging leaders in state government to apply for the 2016 CALS program. My colleagues, who some of you may already know, will be assisting with CALS recruitment in our member state legislatures. They may contact your office for an appointment in the near future.

Very best, Lori

"Believe you can and you're halfway there." —Theodore Roosevelt

