Engagement

Session Seven: February 5, 2026

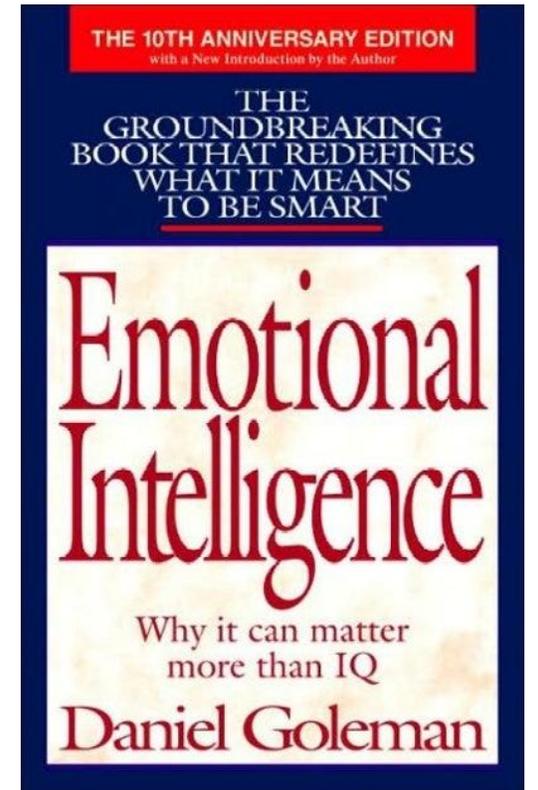**"** "Abilities such as being able to motivate oneself

in the face of frustration;

to control impulse;

to delay gratification;

to regulate one's moods

to keep distress from swamping the ability to think."

Daniel Goleman

THE 10TH ANNIVERSARY EDITION
with a New Introduction by the Author

THE
GROUNDBREAKING
BOOK THAT REDEFINES
WHAT IT MEANS
TO BE SMART

Emotional
Intelligence

Why it can matter
more than IQ

Daniel Goleman

YELLIN GROUP

Unforgettable Leadership. Unforgettable Results.

Managing Self

1. Self-Awareness
2. Self-Confidence
3. Self-Control
4. Adaptability
5. Initiative
6. Optimism

Influencing Others

1. Empathy
2. Service
3. Inspiration
4. Assertiveness
5. Influence
6. Teamwork

TruValues
The Core Pillars of TruEnergy

RESPECT — You get what you give – always treat your teammates with kindness, courtesy, patience, humanity and give them the benefit of the doubt. In other words, follow the Golden Rule, treat others as you would have them treat you.

ENGAGEMENT — Constantly engaged in their work, seeking ways to improve their craft and offering their assistance to their teammates around them. Hard working engaged employees are esteemed and deeply valued.

GRATITUDE — Start with Gratitude. When you're grateful for what you already have, you'll always find even more to be grateful for.

INTEGRITY — We hire men and women of character. Integrity and trust are the fundamental starting point of any successful relationship. Integrity above reproach is the base requirement to work at TruEnergy, nothing is more destructive than energy without integrity.

BUILD FOR THE FUTURE — When making decisions, take the long-term perspective. Step back from the needs of your person, or your site, and consider the good of the enterprise. As we witness the built-up progress of our colleagues, we will find opportunities to build the collective good and the pride of ownership.

HUMILITY — Come before the team with a heart for service and a sense of humility. Always focus the best outcome for the customer and the company over being right. Never lose the desire to challenge your most deeply held beliefs. No matter how long we've been at it – we have more to learn and must approach life with curiosity, humility, and a commitment to personal growth.

LEADERSHIP AND TEAMWORK — Everyone is a leader, and everyone is a teammate. No matter your role with the company your actions matter. Somebody is always watching; somebody is always using your actions to justify their own; so, strive to inspire others. Put others first, lend a hand, push for the greater good.

Engagement

Constantly engaged in their work, seeking ways to improve their craft and offering assistance to their teammates around them.

Hard working engaged employees are esteemed and deeply valued.

2025-2026

TRUENERGY
LEAD
LEADERSHIP

Leadership & Teamwork	Integrity	Vision	Humility	Engagement	Respect
In Person	**Virtual**	**Virtual**	**In Person**	**Virtual**	**Virtual**

September. 22
- Kickoff
- Discovery Calls
- DiSC

October 13
- DiSC
- Foundational Models

October 30
- Brain and Threat
- Rounding
- Drama Triangle

December 2
- Leader Resilience
- Personal Brand

January 12
- Managing Self
- Influencing Others

February 5
- Leadership Styles
- Leadership Flexibility

March 26
- Leveraging Strengths
- Developing Talent

May 4
- Leaving a Legacy
- Reviewing Key concepts

November 11
- Brain and Trust
- Delegation

January 6
- Living the values
- GROW and conflict

February 19
- Coaching Cultures
- Leader as Coach

April 9
- Promoting Innovation
- Managing Stakeholders

March 12
- Fostering Collaboration
- Generative Communication

April 23
- Recognizing bias
- Promoting Inclusion

Coaching

Session Seven: Key Message

Leadership isn't about having a style. It's about choosing one on purpose.

Leadership isn't about managing emotions. It's about activating the emotional state that makes performance possible.

Result

↑

Actions

Beliefs

↑

Experiences

Leadership Style Survey

Pages 2-6
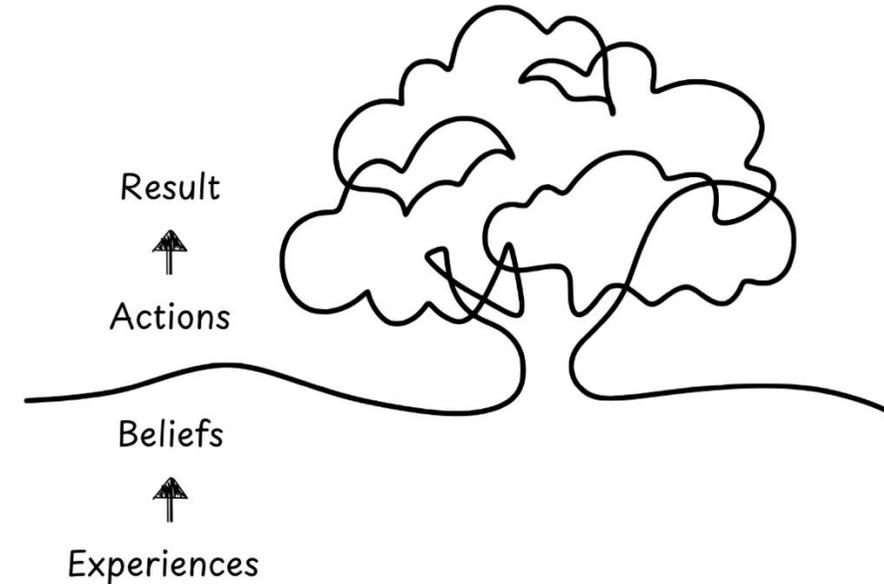
6 LEADERSHIP STYLES

VISIONARY
Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.

COACHING
Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.

AFFILIATIVE
Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.

DEMOCRATIC
Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.

PACESETTING
Meets challenging and exciting goals to get high-quality results from a motivated and competent team.

COMMANDING
Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.

Breakout:

- What did your survey reveal?

- Which style is your default?

- Which of the style(s) are you most/least comfortable executing?

- What style(s) are needed right now in your leadership?

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Commanding

Take decisive action by telling people what to do

Naturally, you ...
- take charge in crises and make quick decisions
- have no issue telling people what to do
- believe rules and standards should be followed without exception
- are comfortable using authority to get results
- step in to correct poor performance immediately
- clear about who's in charge

Emotional State to Activate

Clarity/Safety

Key EQ Behaviors

Self-Control
Self-Confidence
Assertiveness
Initiative

Pacesetting

Build urgency to meet challenging and exciting goals

Naturally, you ...
- lead by example and expect others to follow your standard
- prefer to do things yourself if others aren't performing
- move fast and expect others to keep up
- have little patience for mediocrity
- thrive in high-performance, high-pressure environments
- value competence and efficiency above all

Emotional State to Activate

Urgency/Standards

Key EQ Behaviors

Self-Control
Self-Confidence
Initiative
Influence

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Democratic

Gain buy-in by involving people in decisions that impact them

Naturally, you …
* ask for input on decisions that affect your team
* seek to build consensus rather than push decisions through
* encourage open debate and diverse opinions
* make people feel heard even if their input isn't used
* believe the best ideas often come from the group
* slow down to involve others—even when moving fast is easier

Emotional State to Activate

Ownership/Buy-In

Key EQ Behaviors

Adaptability
Assertiveness
Influence
Teamwork

Affiliative

Create harmony and connection during stressful times or conflict

Naturally, you …
* prioritize team harmony, especially in times of stress
* recognize and respond to people's emotions
* build loyalty by showing empathy and care
* foster a sense of belonging and psychological safety
* offer support first, then focus on performance
* value and intentionally nurture strong relationships

Emotional State to Activate

Trust/Safety

Key EQ Behaviors

Self-Control
Empathy
Service
Teamwork

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Coaching

1:1, connecting individuals to the organization

Naturally, you …
- help individuals clarify their personal and professional goals
- regularly have developmental conversations with your team
- adapt your leadership to support someone's growth stage
- encourage learning from mistakes and reflection
- invest time in mentoring and building others' capacity
- help people connect what matters to them with what matters to the organization

Emotional State to Activate

Confidence/Capability

Key EQ Behaviors

Self-Awareness
Self-Confidence
Empathy
Service

Visionary

Inspire others by communicating a clear vision

Naturally, you …
- communicate a clear, compelling vision for the future
- help others see how their work connects to the big picture
- use storytelling or metaphors to inspire people
- energize my team by focusing on what's possible, not just what is
- set a direction and give people freedom to find their own path
- focus more on long-term outcomes than short-term fixes

Emotional State to Activate

Hope/Meaning

Key EQ Behaviors

Self-Awareness
Influence
Optimism
Inspiration

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Leadership Style	Quick Description	Emotional State to Activate	Key EQ Behaviors Needed
Visionary	Sets direction and meaning by connecting today's work to a compelling future. Helps people see *why* their work matters.	Hope / Meaning	- Self-Awareness - Influence - Optimism - Inspiration
Coaching	Develops people by connecting individual strengths and goals to organizational needs. Focuses on growth over time.	Confidence / Capability	- Self-Awareness - Self-Confidence - Empathy - Service
Affiliative	Builds trust and restores connection by prioritizing relationships, safety, and belonging—especially during stress or conflict.	Trust / Safety	- Self-Control - Empathy - Service - Teamwork
Democratic	Creates ownership and buy-in by involving others in decisions that affect them. Values voice and diverse perspectives.	Ownership / Buy-in	- Adaptability - Assertiveness - Influence - Teamwork
Pacesetting	Raises standards and urgency by modeling excellence and speed. Most effective when trust and capability already exist.	Urgency / Standards	- Self-Control - Self-Confidence - Initiative - Influence
Commanding	Provides immediate clarity and direction in moments of crisis or safety risk. Best used briefly and intentionally.	Clarity / Safety	- Self-Control - Self-Confidence - Assertiveness - Initiative

GROW for Leadership Styles

G — GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

R — REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

O — OPTIONS

Intentionally select the leadership style(s) that will close the gap between reality and the goal.

Options Questions

- What is the emotional gap?
- What style(s) are most effective in closing the gap?
- What style(s) must be avoided?

W — WAY FORWARD

Execute on the best option.

Way Forward Questions

- What will I say and how will I say it?
- What will I ask to involve others?
- What commitment am I making?
- What will I intentionally avoid doing?

Scenario #1: The Talent Dilemma

Your high-performing project manager is being recruited by another company offering a 20% salary increase. She has requested development opportunities.

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Scenario #2: Leading in Uncertainty

Jill is the CEO of Company A, a 20-year-old research firm with 200 employees, many of whom have been with the company since its early days.

She has been CEO for one year and quickly realizes the company is struggling to remain competitive and may not survive the next two years without significant change.

Company B, a national research organization with similar values and culture, approaches Jill with interest in a potential partnership that could provide critical financial stability and infrastructure.

After several months of discussion, both organizations agree to move forward into the due diligence phase.

No decisions have been finalized—but word is likely to spread.

GROW for Leadership Styles Planning Guide

GROW for Leadership Styles Planning Guide

G — GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

Desired outcome:

Emotional state required for success:

□ Clarity □ Trust □ Confidence □ Ownership □ Urgency □ Hope □ Other: _____

R — REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

What emotions amd I'm observing (spoken or unspoken)?

Where might threat be present?

What are the stories people may be telling themselves?

What are my strengths/limitations as a leader?

Who are the stakeholders involved?

GROW for Leadership Styles Planning Guide

- Pages 1-12

- Apply to a leadership challenge you are facing.

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GROW for Leadership Styles Planning Guide

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Where might threat be present?

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What are my strengths/limitations as a leader?

Who are the stakeholders involved?

Breakout:

- What is a leadership challenge you are facing?

- Discuss using the GROW for Leadership Styles Planning Guide

- What are your next steps?

- What does winning look like?

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Put in the reps

Personal Commitment

Team Commitment

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LEADERSHIP

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	9:00-10:30	Zoom	Leadership
November	Tuesday	11/11	9:00-10:30	Zoom	Leadership
December	Tuesday	12/2	9:00-10:30	Zoom	Leadership
January	Tuesday	1/6	9:00-10:30	Zoom	Leadership
	Monday	1/12	10:00-2:00	Norman OK	Leadership/Foundations
February	Thursday	2/5	9:00-10:30	Zoom	Leadership
	Thursday	2/19	9:00-10:30	Zoom	Leadership
March	Thursday	3/12	9:00-10:30	Zoom	Leadership
	Thursday	3/26	9:00-10:30	Zoom	Leadership
April	Thursday	4/9	9:00-10:30	Zoom	Leadership
	Thursday	423	9:00-10:30	Zoom	Leadership
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations

FOUNDATIONS

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	12:30-2:00	Zoom	Foundations
November	Tuesday	11/11	12:30-2:00	Zoom	Foundations
December	Tuesday	12/2	12:30-2:00	Zoom	Foundations
January	Tuesday	1/6	12:30-2:00	Zoom	Foundations
	Monday	1/12	10:00-2:00	Norman OK	Leadership/Foundations
February	Thursday	2/5	12:30-2:00	Zoom	Foundations
	Thursday	2/19	12:30-2:00	Zoom	Foundations
March	Thursday	3/12	12:30-2:00	Zoom	Foundations
	Thursday	3/26	12:30-2:00	Zoom	Foundations
April	Thursday	4/9	12:30-2:00	Zoom	Foundations
	Thursday	423	12:30-2:00	Zoom	Foundations
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations

Writing Emails that Get Results AND Build Relationships

Only 7% of our communication is made up of the words we use. The remaining 93% is the result of tone, body language, and context. Email, then, essentially relies on 7% of communication to get us 100% of our results. This session includes a 3-step method for writing emails that get results with less time and anxiety without damaging relationships. Receive a list of email etiquette tips

February 11, 2026

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