

## Examine Your Emotional Intelligence

The article in the October 2001 *PM* on emotional IQ ("Do You Know What Your Emotional IQ Is?") was extraordinary. I sit here today, having lost my dream city manager's job in Brentwood, working on getting my resume out, and thinking about how I could have done a better job of saving my job and avoiding all the heartache I am facing. It all came down to being insensitive to my own emotional levels and how these played out in my everyday life.

Yesterday, the city passed a \$6 million bond issue for a new police facility. I crafted the proposal, and it passed with nearly 75 percent of the vote. But will anyone call me to say thanks? Of course not. Why? Because once you lose your job, you're sort of off limits [for recognition of] anything good you did. That is something every city or county manager ought to understand.

If I had read the *PM* article months ago, I think that I would be employed today. I realized long ago that I was not received well by many and that rarely did folks come by for a visit. I dismissed it as just my being the boss and perhaps being lonely at the top, but when we isolate ourselves or are isolated by discomforts that we may have caused, it will eventually pay out.

Councilmembers want their manager to be well liked and respected and, above all else, to have a reputation for treating folks fairly and well, particularly those who work for them. They have a hard time defending our behavior when someone goes to them and complains about how they have been treated, even when, in some cases, it might have been necessary.

Presumably, if I am successful in getting another manager position, I will ask the council for the opportunity to create a management assistance program so that I can really understand where I am within the organization (that "fit" thing) and what areas I should be working on.

I realize that, for most of us, our firings were not an easy thing for councils to do. In my case, Brentwood's council wasted a huge fiscal investment because just then, after nearly four years, I finally knew the system, the town, and the councillors well enough to really be the city manager. That is a loss for them, and even with an okay severance package, a loss for me.

So, good job in printing the article! I wonder, though: if I were still going along like I was a month ago, if I would have taken the time or had the interest to read it like I should have and saved my job in the process. Once we come under assault, it is hard to see the trees from the forest.

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