

Break the Code of Your Own Emotional Intelligence

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Part 2

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Agenda

8:30am – Welcome

Review the Four Domains of EI

Apply Action Plans to manage Conflict with EI

What to do when Other Don't have EI

11:30am Close – Questions & Take-aways & Lunch!





Ground Rules

Engage...you provide the context from your own experiences.

Ask questions...to understand the content as it relates to your working relationships.

Think...about ways that you will apply the concepts and strategies in your work and with your team.



Introductions...At your tables

Introduce yourself..

Name

Company or Organization

Position

Answer: "If you really knew me,
you'd know that I..."

Review or New! EI and EQ

- Emotional Intelligence (EI)
 - The innate potential to feel, use, communicate, recognize, remember, learn from, manage, understand emotions.
- Emotional Quotient (EQ)
 - What actually happens to that EI potential over a person's lifetime (EQ).
 - Research shows you can improve it.

Emotional Intelligence

- Working with people means working with emotions.
- Acknowledge emotions – they are always present do something intelligent with them.
- Varying degrees of skill exist in how people use their own emotions and how they react to the emotions of others.
- Differentiate between effective and ineffective management styles

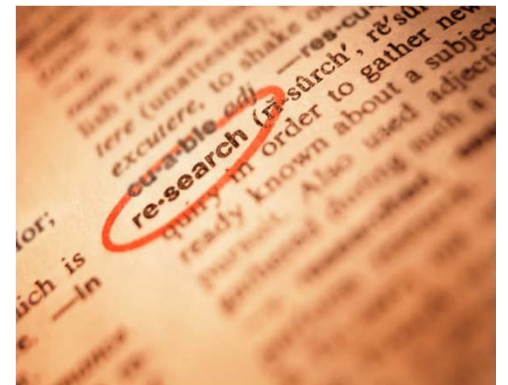


Research Shows...

Studies show the link between EQ and job performance:

- For leadership positions, EQ accounts for nearly 80% of job performance.
- 90% of top performers are high in EQ.
- Just 20% of low performers are high in EQ.

*Managers often derail because of a **lack of emotional maturity, not the lack of technical skill.***

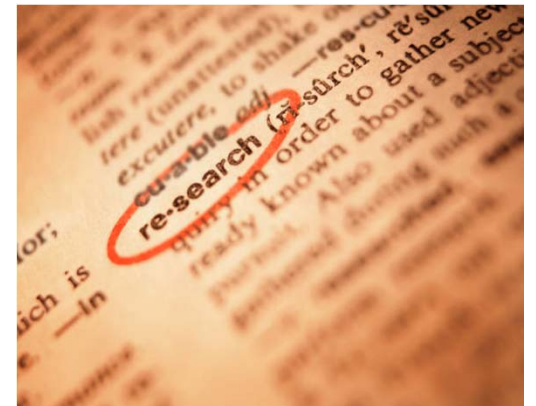



Research Shows...

*When managers focus on employee strengths, 61% of their employees are engaged in their work.

**Leaders who created a more positive climate increased revenue and growth

*Gallup Study **six seconds





When asked why emotional intelligence is more important than high IQ, employers say:

- **Managers with high EQ...**
 - Are more likely to stay calm under pressure
 - Know how to resolve conflict effectively
 - Are empathetic to their team members and react accordingly
 - Tend to make more thoughtful business decisions
 - Admit and learn from their mistakes
 - Can keep emotions in check and have thoughtful discussions on tough issues
 - Listen as much or more than they talk
 - Take criticism well
 - Demonstrate grace under pressure

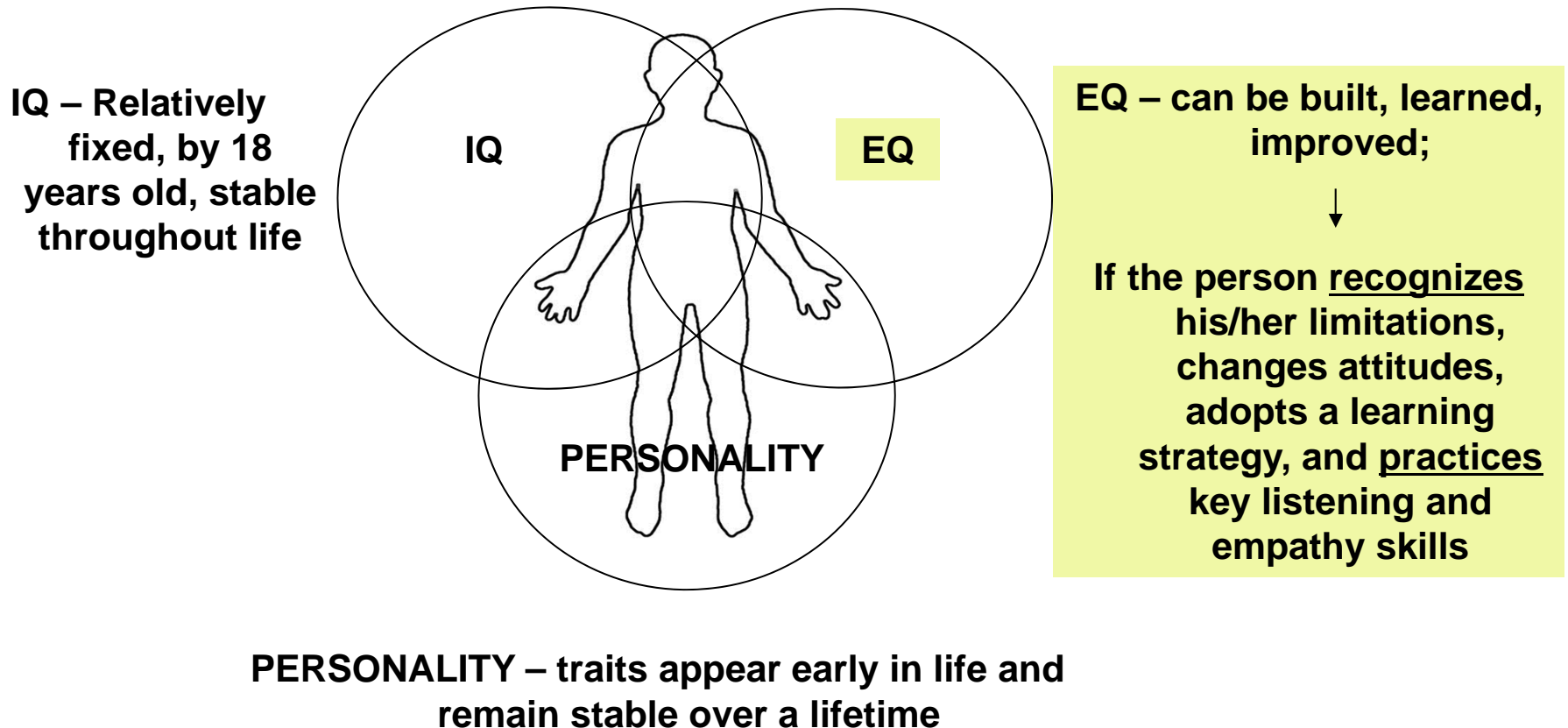


What I Know...

Move into groups of 7-8 people

On a flipchart page write down “***what you know***” about Emotional Intelligence...

Looking At the Whole Person



IF YOU ARE TUNED OUT OF YOUR
OWN EMOTIONS,
YOU WILL BE POOR AT READING THEM IN
OTHER PEOPLE.

- DANIEL GOLEMAN

<https://www.youtube.com/watch?v=Y7m9eNoB3NU>

EQ is not...

- Letting your feelings run rampant
- Being nice regardless of what happens to you
- Specific to gender or genetically fixed
- IQ, knowledge or education based
- About anger management

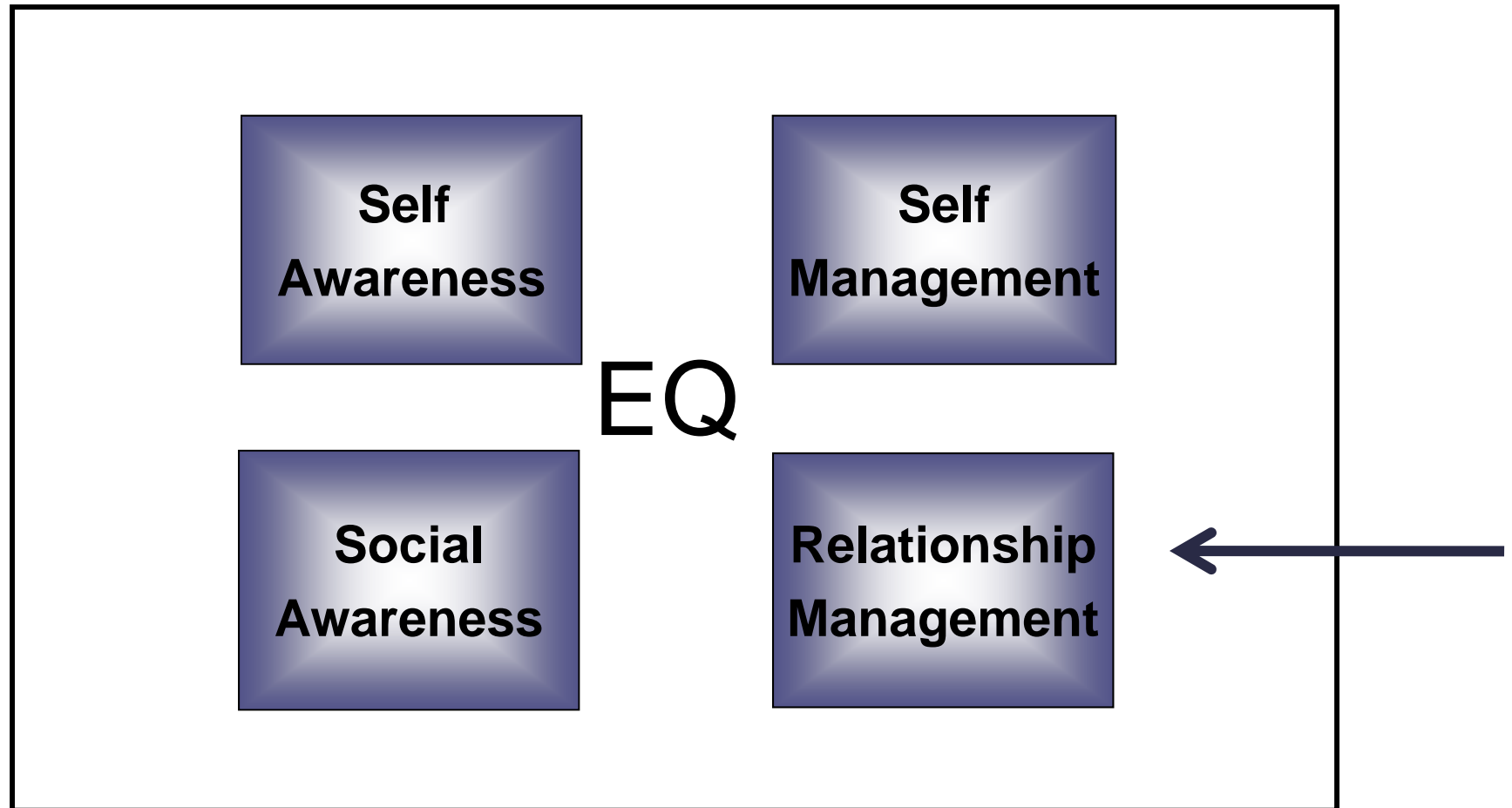


Social leadership competency*	Behavior*	Social communications to manifest behavior+
Empathy	Do you understand what motivates other people?	Listening, reading, engaging with employees, customers on social networks, internal forums
Developing others	Do you provide feedback that people find helpful?	Sharing on company blog, commenting on Facebook, internal forums
Inspiration	Do you articulate a compelling vision, build group pride, and foster a positive emotional tone?	Sharing views, comments, stories: video, blog, podcasts Facebook page
Teamwork	Do you solicit input from everyone on the team?	Using forums and communities to get input, seek collaboration

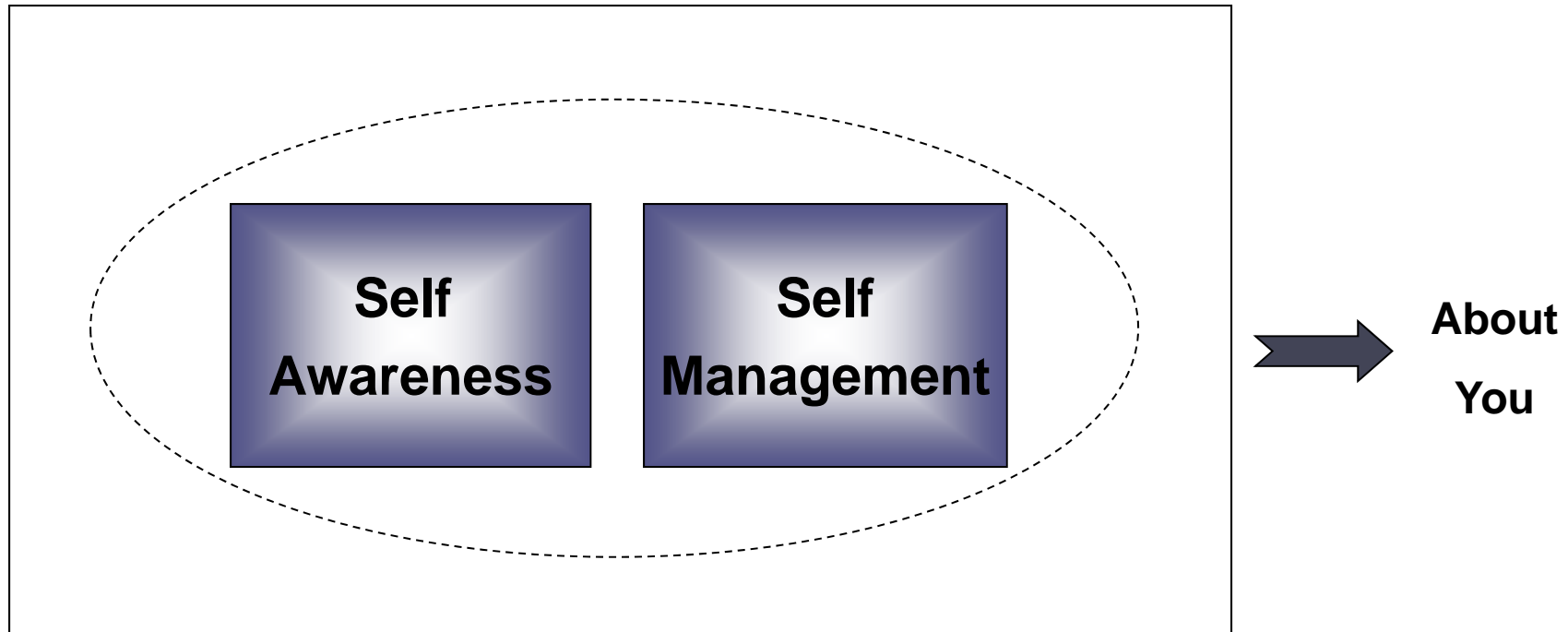
Emotional Intelligence Four Skill Model

- Emotional intelligence is the product of two main competencies:
 - Personal Competence
 - Self-Awareness
 - Self-Management
 - Social Competence
 - Social Awareness
 - Relationship Management

Emotional Intelligence Four Skill Model



Personal Competence



		Recognition	Regulation
Personal Competence		Self-Awareness <ul style="list-style-type: none"> ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state 	Self-Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
		Social Awareness <ul style="list-style-type: none"> ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying 	Relationship Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

Personal Competence

- Self-Awareness
 - Is the **foundation** for Emotional Intelligence.
 - Ability to accurately perceive your own emotions in the moment and understand your tendencies across situations.
 - Includes staying on top of your typical reactions to specific events, challenges and certain people.

Personal Competence

Self Awareness

Identify → Understand

- Accurately identifying your own emotions gives you information about the situation.
- Understanding the source or trigger for your emotions can help you better manage the situation.

Personal Competence

- Self-Management
 - Ability to use your awareness of your emotions to stay flexible and direct your behavior positively.
 - This means managing your emotional reactions to situations and people.



Personal Competence

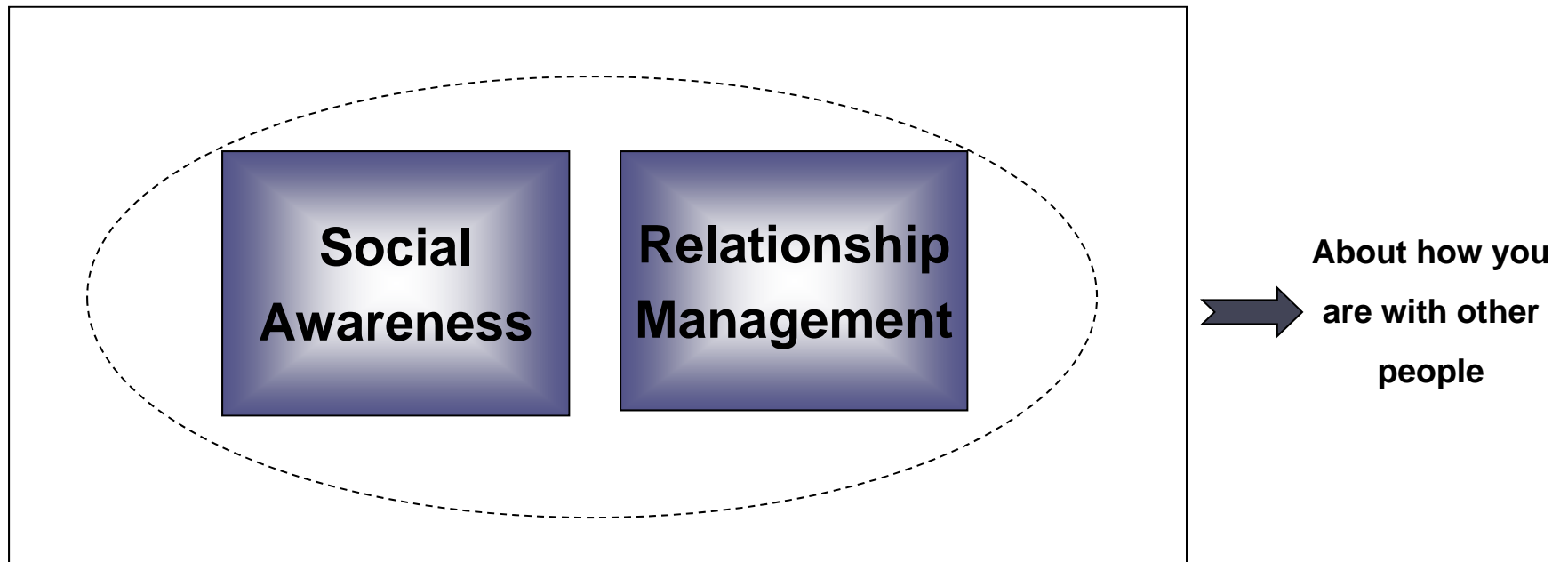
Self Management Manage → Leverage

- Controlling your impulses helps you to manage your emotions in interpersonal interactions.
- Listening to what your emotions are telling you can help you leverage that information rather than letting it take control of you.

Personal Competence - Self Management

Emotion	Trigger(s)	Physical Response	Intervention(s)
Anger (can range from displeasure to rage)			
Anxiety (worry, concern)			
Annoyance (to disturb or bother)			
Anticipation (to think ahead; expect)			

Social Competence



Social Competence

- Social Awareness

- Ability to accurately pick up on emotions in other people and understand what is really going on with them.
- This often means perceiving what other people are thinking and feeling even if you do not feel the same way.





Social Competence

Social Awareness

Identify → Understand

- Accurately identifying other people's emotions gives you information about the situation.
- Understanding and using empathy, you can better manage your interpersonal interactions.

Practice observing non-verbals

1. Pick a partner
2. First person tells a story about a challenging job situation for them right now. Second person closely observes non-verbals
 1. After 3 mins. the listener will paraphrase their observation of the emotion of the story as they understand it from watching and listening.
3. Switch roles when time is called and repeat the same process
4. Debrief

Social Competence

- Relationship Management
 - Is the product of the first three emotional intelligence skills.
 - Ability to use your awareness of both your own emotions and those of others to manage interactions successfully.





Social Competence

Relationship Management **Manage → Leverage**

- Using information about emotions can help you to influence interpersonal situations.
- Individuals with high EQ know how to channel emotions and use them to effectively communicate.

Describe the scenario below, make notes and then discuss with a partner • Situation?

Self Awareness Describe how you are feeling in the situation. What clues indicate your emotions? What are the underlying causes of your emotions?	Self-Management What steps should you take to gain control of your emotions?	Social Awareness What do you think is going on with the other person? What clues indicate their emotions? How can you gain more information about their emotional state?	Relationship Management How will you react in the situation to best manage both yours and the other person's emotions and preserve the relationship?



For leaders, the first task in management has nothing to do with leading others; step one poses the challenge of knowing and managing oneself.

--Daniel Goleman

EQ Application to Leadership

Manager Model



Managing Yourself

- Empathy
- Self Control
- Self Confidence

Managing Your Team

- Developing Others
- Holding People Accountable
- Team Leadership

Managing the Work

- Results Orientation
- Initiative
- Problem Solving

Managing Collaboratively

- Influencing Others
- Fostering Teamwork

EQ and Understanding Conflict

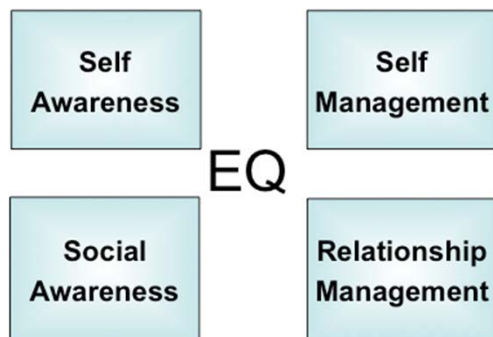


LET' S IMAGINE...

Susan is an expert in the area of finance and especially forecasting and budget analysis. She has been with the company for 10 years and keeps a low profile. Last week she was approached by a VP of Sales to review some sales numbers for the next quarter. She's taken a look at them already and they are not "good." The VP knows this and has asked Susan to attend a meeting with him and the VP of Operations. The VP of Sales is expecting Susan to support a decision to slow down manufacturing and make some cuts in shifts to offset the poor sales figures for the company. (Susan has not been given this information.)

Susan asked the VP about her role in the meeting and he said it was to share her findings. She then asked what the VP of OPS is expecting. At that point, the VP of Sales became irritated and told her to simply be there tomorrow at 10:00am

- What advice would you give to Susan about how to handle this meeting request and what EQ Competence might she use in preparing for the meeting?





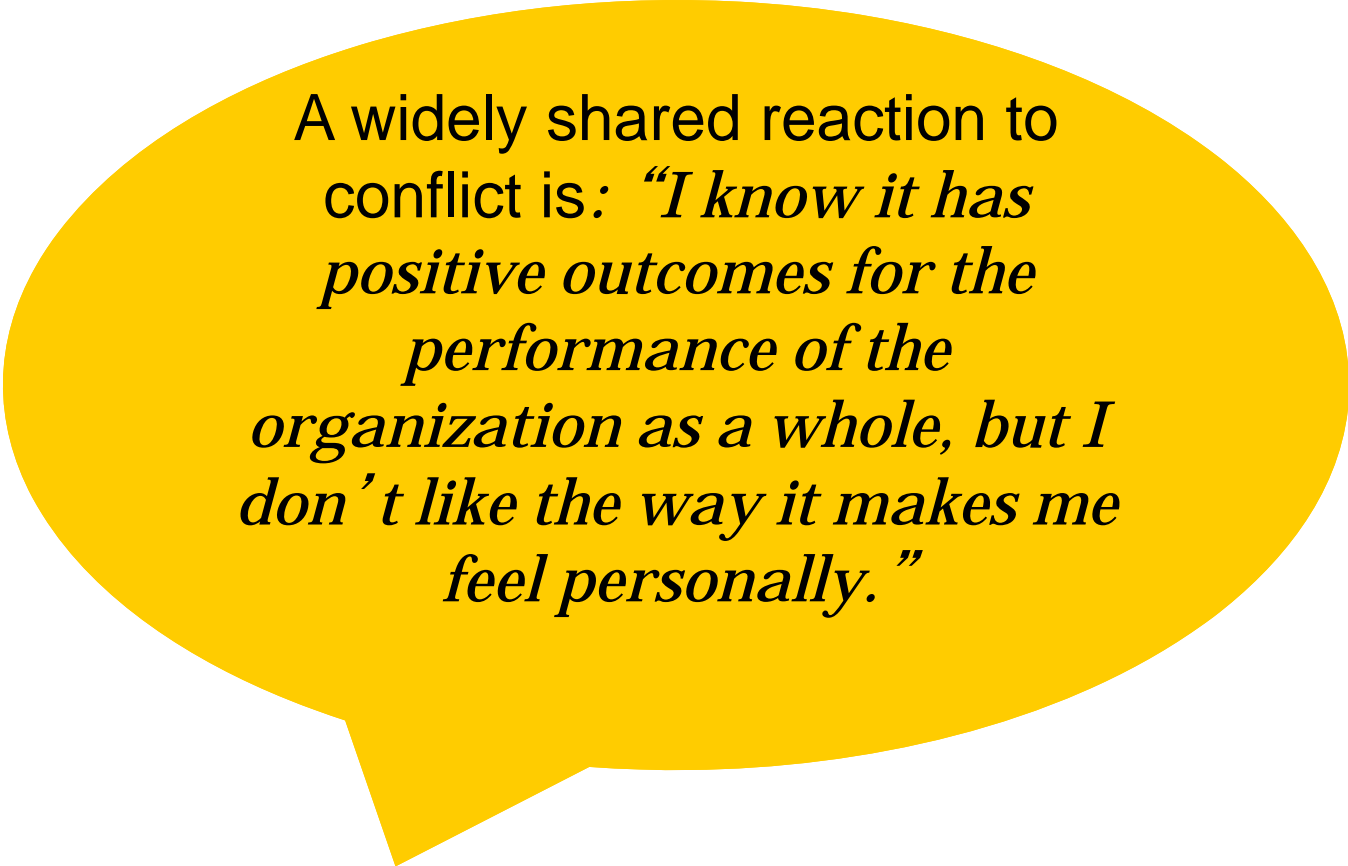
The Nature of Conflict - The Good...

“Conflict is the lifeblood of vibrant, progressive, stimulating organizations. It sparks creativity, stimulates innovation, & encourages personal improvement.”

Wanous & Youtz



The Nature of Conflict - The Bad...



A widely shared reaction to conflict is: *“I know it has positive outcomes for the performance of the organization as a whole, but I don’t like the way it makes me feel personally.”*

Fortune

Benefits of Conflict



Conflict is often beneficial
– In what ways might it
be a benefit in your
work?

- Helps to raise and address problems.
- Focuses work on the most appropriate issues.
- Helps people "be honest", e.g. motivates participation.
- Helps people learn how to recognize and benefit from their differences.

Self-Reflection

Choose: Yes...No...Depends (on the situation)

- 1. When a person is highly unfair, do you call it to their attention?
- 2. Do you usually have confidence in your own judgment?
- 3. Are you ever reluctant to speak up in a discussion or a debate?
- 4. Do you continue to pursue an argument after the other person has had enough?
- 5. Do you generally express what you feel/the emotional aspect?
- 6. Do you find it difficult to maintain eye contact while talking with another person?
- 7. Do you step in and make decisions for others?
- 8. Do you think you often have the correct answer/approach in a situation?
- 9. Are you able to refuse unreasonable requests?

Conflict Management Behavioral Definitions

1

Aggressive

2

Assertive

3

Passive

4

Passive-Aggressive

Team Activity...

Behavioral Definitions

Aggressive

Stating your position
in a dominating,
sometimes
humiliating way with
indifference to the
other person's
feelings or rights.

Assertive

Standing up for
you rights
without violating
the rights or
feelings of others.

Behavioral Definitions

Passive

Subordinating your position or not stating your position, feelings or wishes to others verbally. Done to avoid conflict or the possibility of conflict.

Passive-Aggressive

A way of behaving that seeks to manipulate others indirectly & resist their requests rather than confronting or opposing directly.

Behavioral Responses

Fight: Aggressive

I win/You lose

Flight: Passive

I lose/ You win, or I lose/
You lose

Flow: Assertive

I win & You win



Questions...Take-Aways...Thank you

