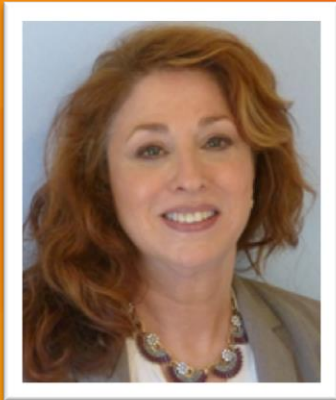


LEADING IN A CHANGING WORKPLACE: APPLYING EMOTIONAL INTELLIGENCE (EQ)

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Learning Objectives

After attending this event you will be able to:

- Explore four dimensions of Emotional Intelligence (EQ) and how they apply professionally and personally
- Identify your personal "triggers" and how stress can create tunnel vision
- Identify how to use EQ to build more productive interactions

Have a paper & pen available for reflection

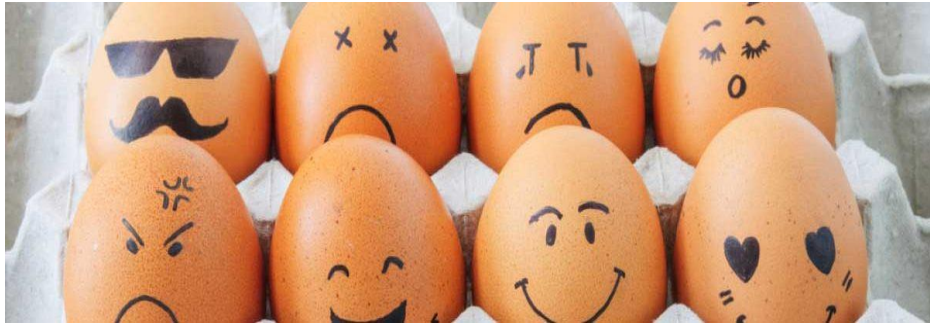
About You: Your Definition

What words do you use when you think of EQ?

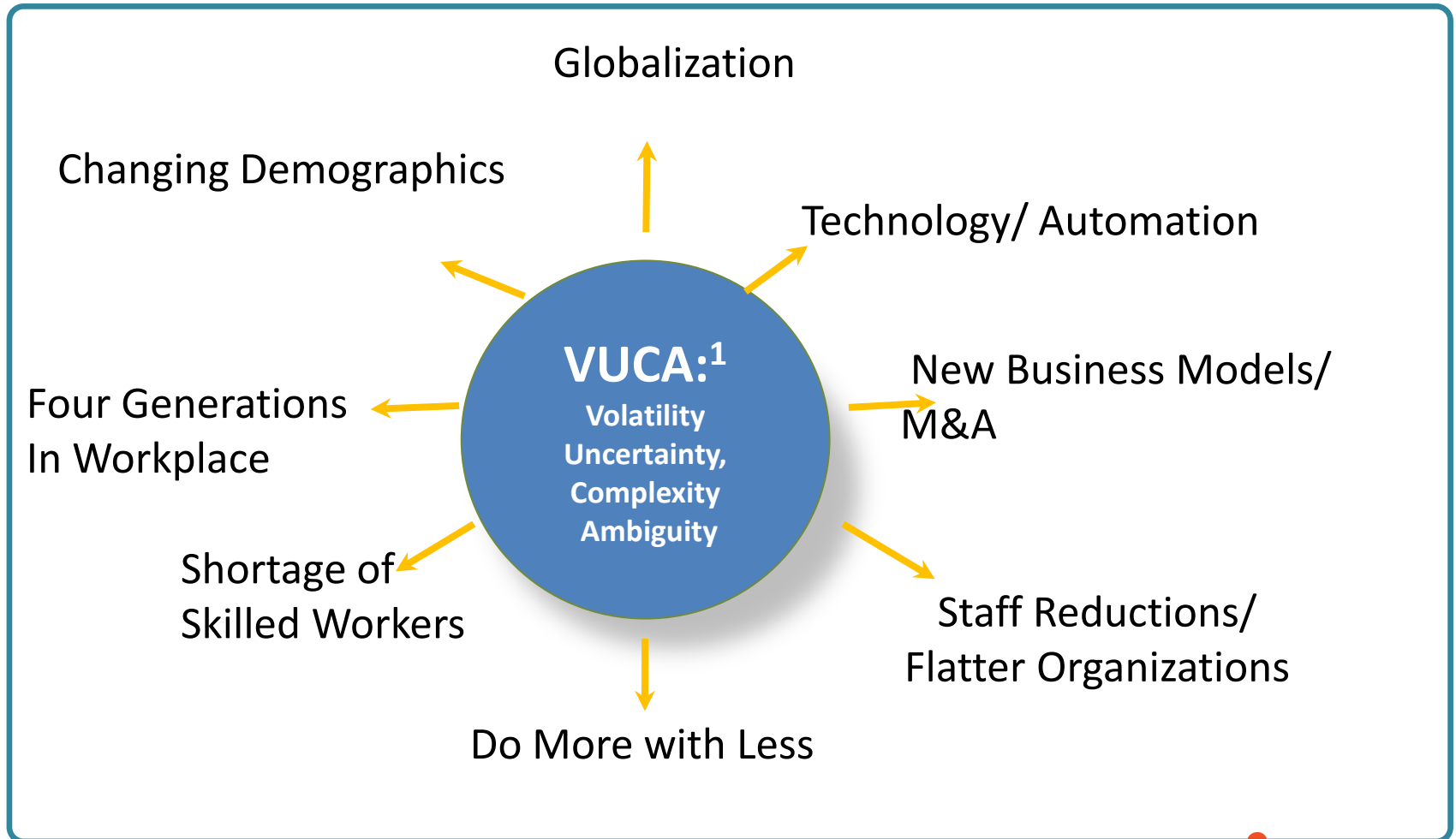
- Write in Chat Box.

What is Emotional Intelligence (EQ?)

- Ability to recognize and understand emotions
- Using this skill to enhance self-awareness and your relationships with others

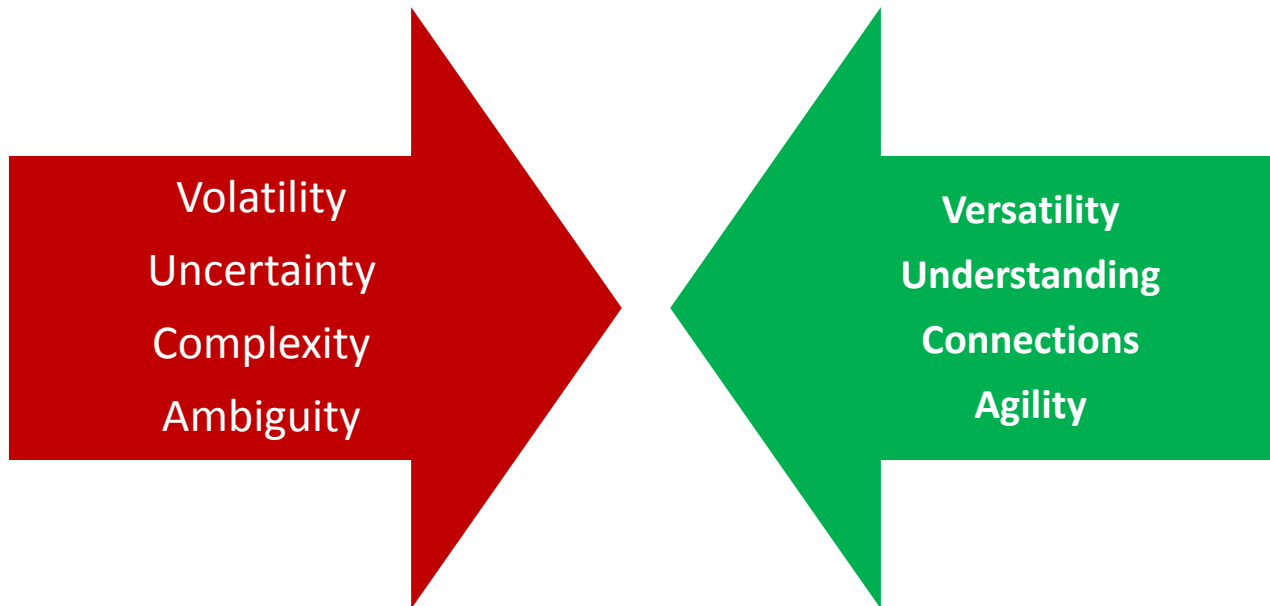


Massive Changes in Today's Workplace

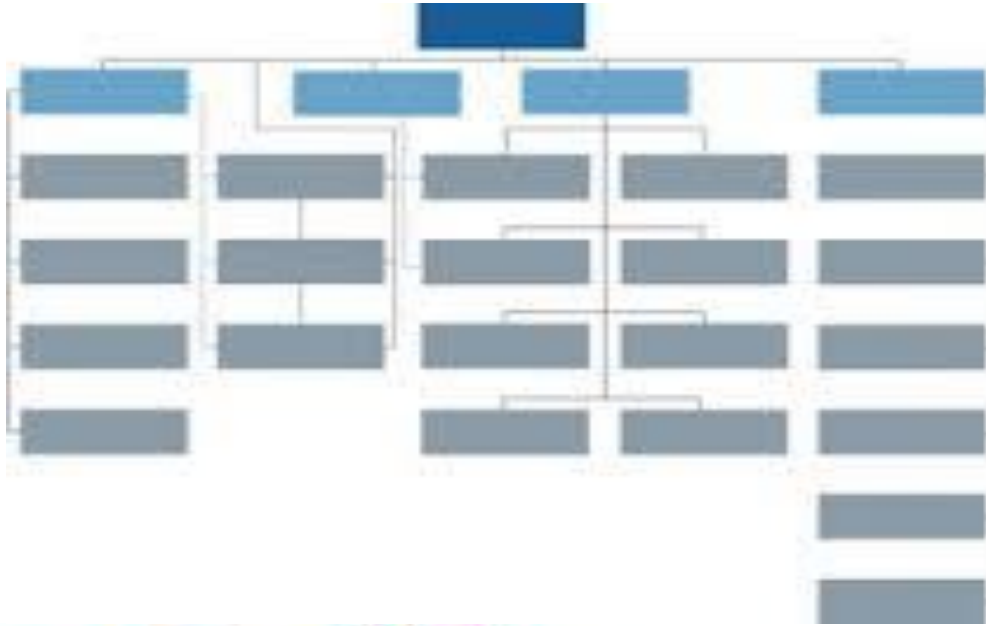


¹ Army War College terminology

VUCA Requires New Skills and EQ



Changes in Work Relationships



- Customers
- Manager
- Colleagues/Peers
- Direct Reports



- More Teams
- Flatter organizations
- More collaboration/influence
- Internal/External

Emotions in a Changing Workplace

ISSUE	COMMON REACTIONS
LACK OF CLARITY	Hold onto what is known
COMPETING PRIORITIES	Protect turf
STRESS	Lash out/withdraw/self-medicate
UNCERTAINTY	Fear

Human Brain: Friend vs. Foe/ Fight or Flight

Limbic Brain

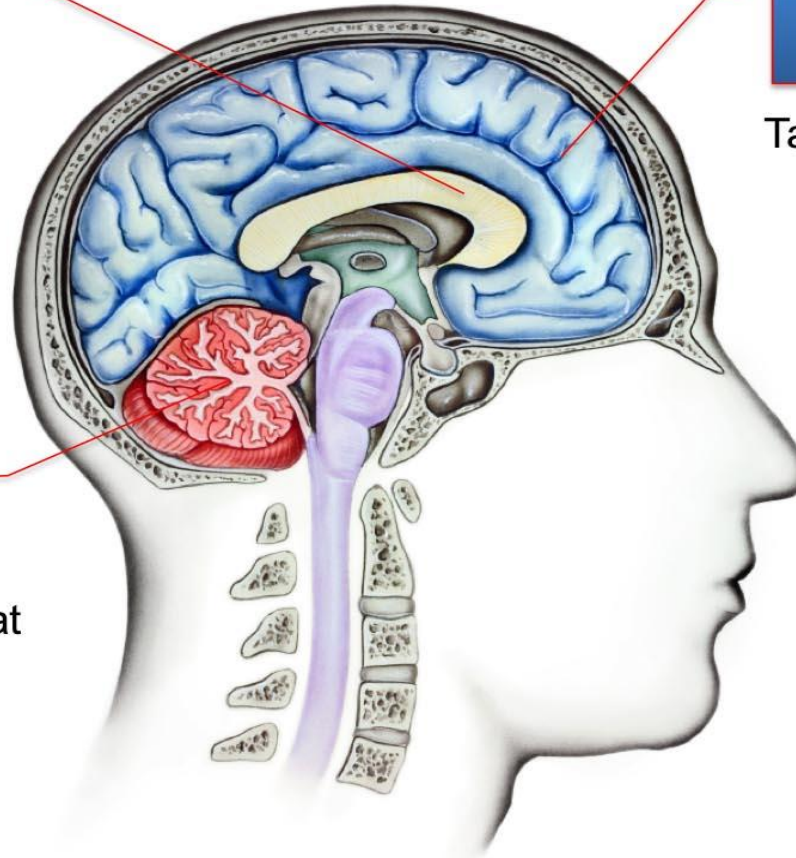
Feel – Remember
Interact with others

Neocortex

Talk – Think – Move
Create - Learn

Reptilian Brain

Survive – React – Repeat
Repeat-Repeat



...From Impulse to Action

About You: Your Triggers

What are your personal triggers at work?
Write in Chat Box.

Impact of Emotions

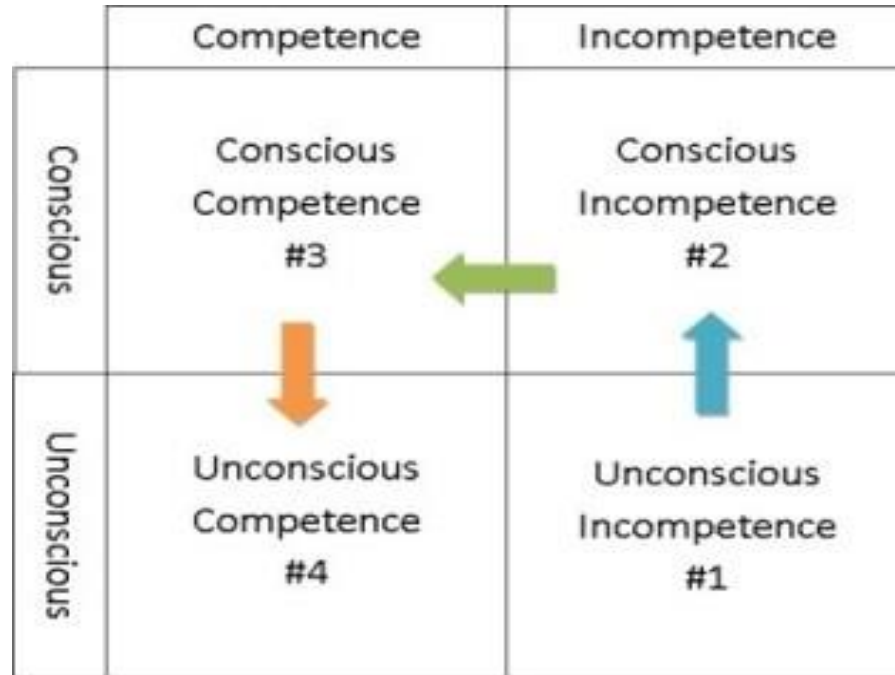
- Ignoring emotions can cause them to “boil over”
- Things that bother us usually do this for a reason: what can such feelings tell us?
- Emotions are contagious
- Emotions promote “confirmation bias”



Four Components of EQ

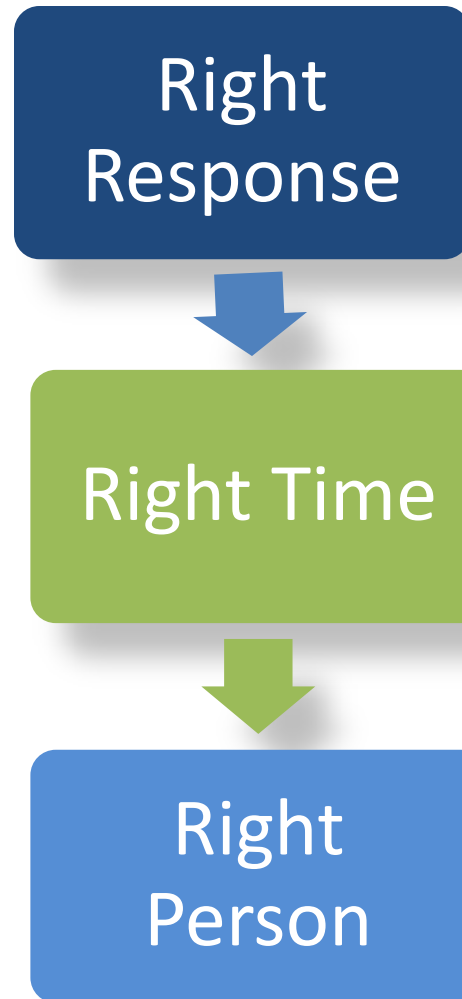
	UNDERSTAND	ACT
SELF	1) Self-Awareness	2) Self-Management
OTHERS	3) Social Awareness	4) Relationship Management

EQ Awareness & Proficiency



Box 3 enables us to continue to learn about ourselves and others & model behaviors

EQ Requires:



About You: Poll

Have you ever done/said anything at work that you regret?

_YES frequently

_YES sometimes

_YES rarely

_NO

Examples of High EQ

- Open to learning about self and others
- Take responsibility for mistakes
- Aware of stress/ take positive action
- Considers others' point of view
- Look at long-term and short-term consequences of actions



What are examples of “LOW EQ” you have seen at work?

- Write in Chat Box.

Examples of Low EQ

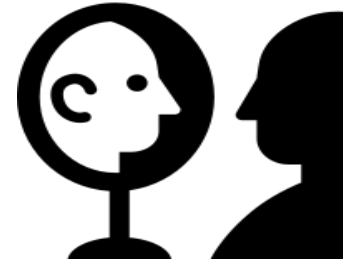


- Often stressed without knowing why
- Blames others
- Interacts with others in a demeaning or sarcastic manner
- Overly confrontational or passive
- Doesn't learn from mistakes
- Stress carrier

1) Self Awareness: Foundational

	UNDERSTAND	ACT
SELF	1) Self-Awareness	Self-Management
OTHERS	Social Awareness	Relationship Management

Become More Self-Aware



- Understand reactions
- Have better control of situations—decide vs. react
- Lower stress
- Make better long-term choices

Questions: How well do you know your own motivation?

- What people and events have influenced you:
 - positively
 - negatively
- If you could shape your ideal life, what would it look like?



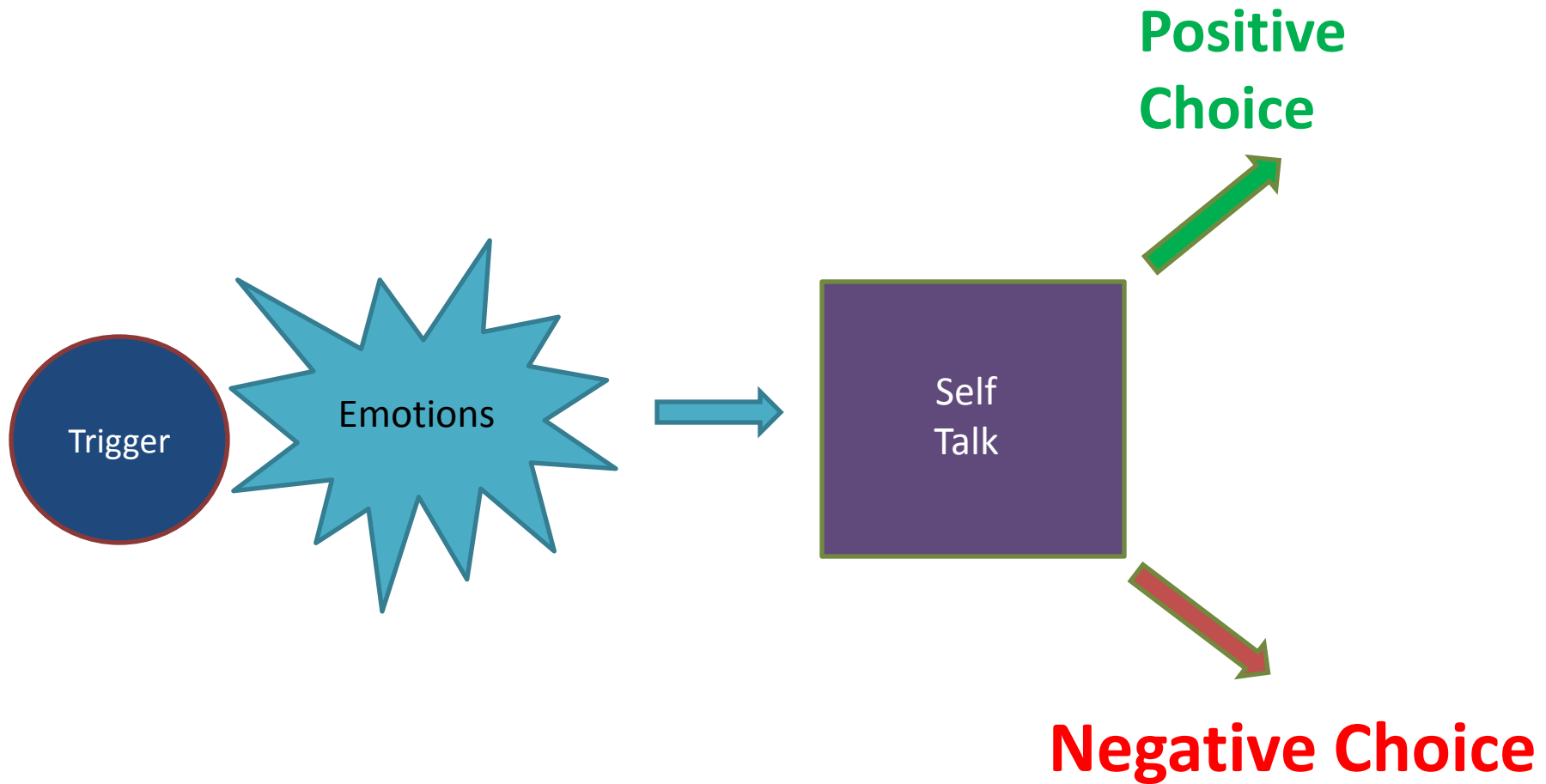
Take Care of Yourself First



2) Managing Emotions

	UNDERSTAND	ACT
SELF	Self-Awareness	2) Self-Management
OTHERS	Social Awareness	Relationship Management

Self-Management





Self-Talk

NEGATIVE	POSITIVE
I can't do this	I will learn how to do this
If I ignore this it will go away	I am going to take action to make this better
I am stuck in my career	I am setting goals and working towards them
My co-worker is out to get me	What can I do to improve/neutralize this situation
I sounded stupid in the meeting	Next time I will be better prepared
Nothing ever goes my way	I can learn to do better

STRATEGIES FOR POSITIVE SELF-TALK

- Reality test
- Look for other explanations
- Put in perspective.

3) Being Aware of Others' Emotions

	UNDERSTAND	ACT
SELF	Self-Awareness	Self-Management
OTHERS	3) Social Awareness	Relationship Management

Emotions in a Changing Workplace

Your Experiences

–What emotions have you seen in the workplace that have been “contagious?”

[Write in Chat Box]



UCLA Study: How We Understand Others

- What is said = 7%
- How it is said = 38%
- Non-verbal = 55%

Mindful Listening



Five Negative Listening Habits

1. Pretend to Listen
2. Interrupter
3. Focus on your agenda
4. I'm right/ you're wrong
5. Giving advice

Poll: What is your top listening trap?

1. Pretend to Listen
2. Interrupter
3. Focus on your agenda
4. I'm right/ you're wrong
5. Giving advice
6. Other

4) Productive Work Relationships

	UNDERSTAND	ACT
SELF	Self-Awareness	Self-Management
OTHERS	Social Awareness	4) Relationship Management

What Employees Want

Do I feel
respected?

Are my
relationships
fulfilling?

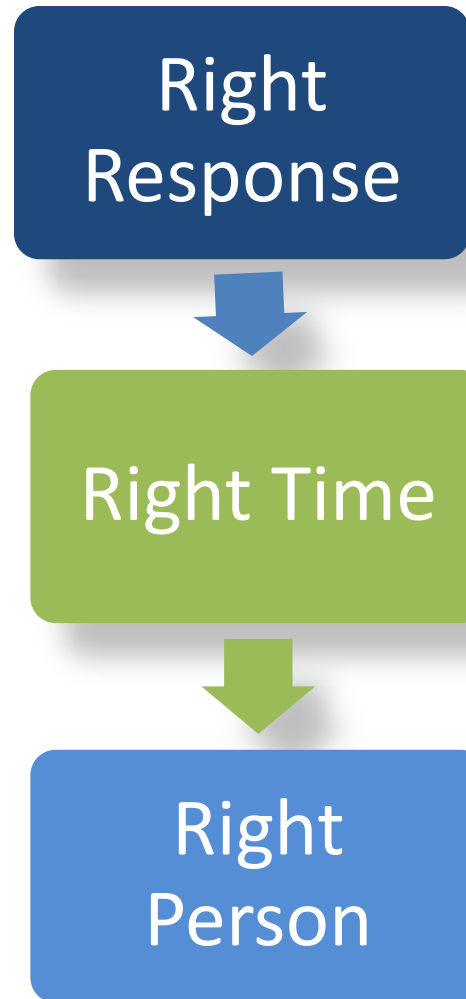


Am I a valued
employee?

Can I make a difference
at work?

ENGAGEMENT:
Less than 30%

Context, Timing and Individual Matters!



Understanding Employees

	KNOW	DON'T KNOW	MY RESPONSES/ OUR RELATIONSHIP
Employee A			
Employee B			
Employee C			

“Recognize” Others at Work

MANAGER

- How can I help you deliver what the organization is **expecting**?

COLLEAGUES

- What are your goals for this project and how can we work best together?

DIRECT REPORTS

- What areas are of most interest to you for your professional development?

CUSTOMERS

- How will the changes underway at xx affect you personally?

REMEMBER: *Right response, Right time, Right person*

Building Better Work Relationships



The “Platinum Rule:”

Treat others as they would like to
be treated.



Reflection: An Important Work Relationship

1. How satisfied are you with this relationship?

(1=not at all productive/high stress 5= could be better 10=great results and relationship)

2. Consider high points

3. Consider low points

~ What actions would help you move higher
up on this scale? ~

In Summary: Four EQ Components

	UNDERSTAND	ACT
SELF	1) Self-Awareness	2) Self-Management
OTHERS	3) Social Awareness	4) Relationship Management

Final Tips For EQ

Self-Awareness:

- Know what makes you “tick”
- Be aware of your reactions under stress & your hot buttons
- Seek feedback from others

Self-Management:

- Listen actively
- Take an objective perspective
- Count to 10/take a deep breath
- Sleep on it

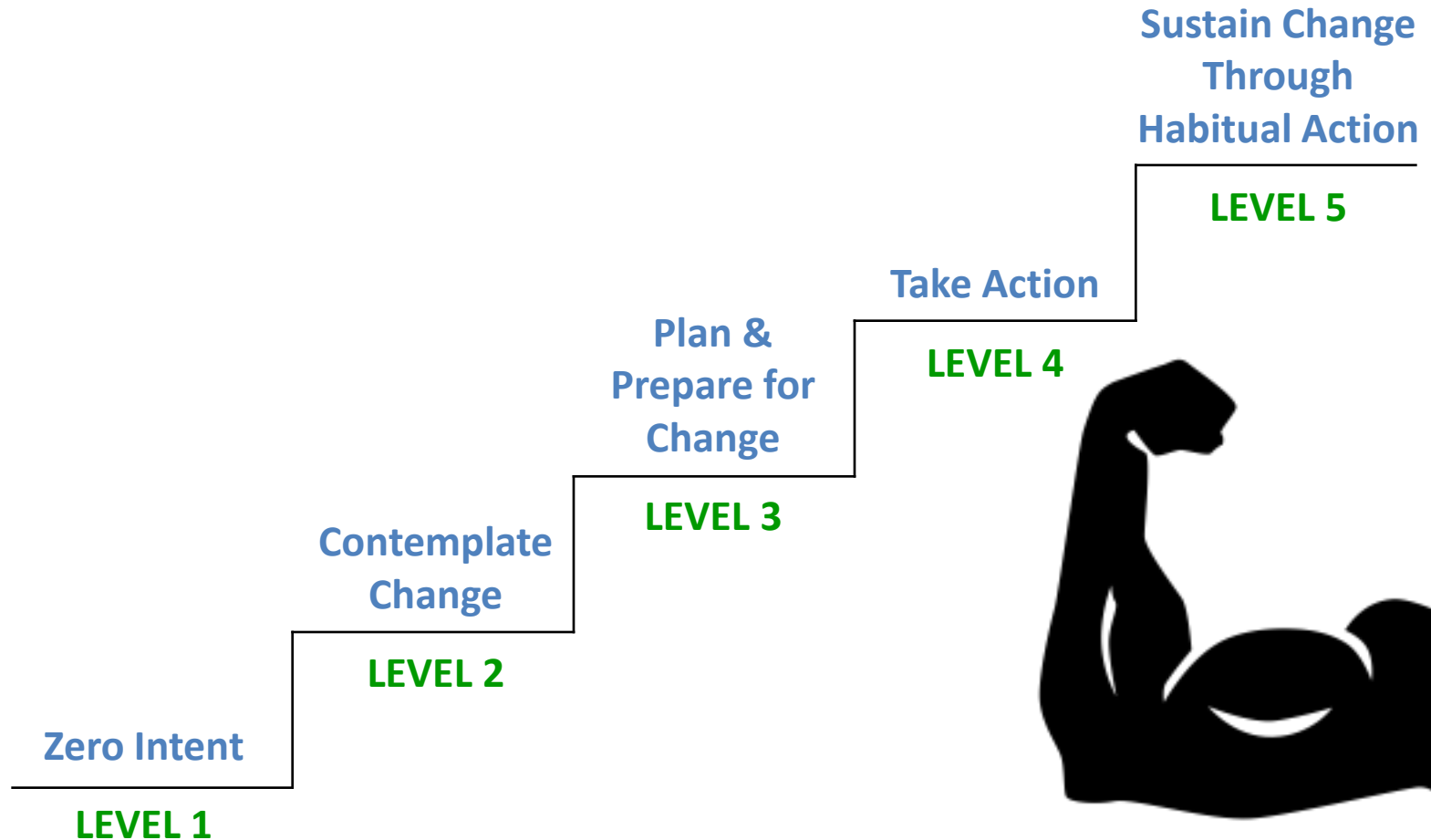
Social Awareness:

- See others as people
- Be aware of situation and timing
- Acknowledge others’ feelings

Social Management:

- Be authentic
- Pay attention to both task and people
- Be open and flexible to change

Steps to Master Behavior Change



Additional EQ Resources

- Emotional Intelligence by Daniel Goleman, Bantam Books
- EQ Self-assessment:
http://psychology.about.com/library/quiz/bl_eq_quiz.htm?questnum=1&cor=1909
- “Smarter Together: Emotional Intelligence and Diversity & Inclusion,” ATD blog by Marjorie Derven:
<https://www.td.org/Publications/Blogs/Human-Capital-Blog/2014/08/Smarter-Together-Emotional-Intelligence-with-Diversity-Inclusion>
- Harvard Business Review blog:
<https://hbr.org/2013/05/can-you-really-improve-your-em>
- Emotional Intelligence 2.0, by T. Bradberry & J. Greaves, published by TalentSmart

Final Q&A



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Contact me for an EQ Action Planner.