EMOTIONAL INTELLIGENCE AT WORK

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ACC NCR

DEMystifying Emotional Intelligence

What Is Emotional Intelligence – Why Is it Important?
Key Dimensions for Enhancing Emotional Intelligence
Actions and Commitments
WHAT IS INTELLIGENCE?

Have you ever thought of why people of average intelligence outperform people with the highest levels of intelligence?

WHAT IS EMOTIONAL INTELLIGENCE?

• **Emotional Intelligence (EI)** is the capacity to recognize our own feelings and those of others while managing our emotions and the emotions of others.

• EI is critical to managing your behavior while moving smoothly through social situations and making critical choices in life.
YOUR EMOTIONS AT WORK

EI COMPOSITION

<table>
<thead>
<tr>
<th>PERSONAL COMPETENCE</th>
<th>WHAT I SEE</th>
<th>WHAT I DO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SELF-AWARENESS</td>
<td>SELF-MANAGEMENT</td>
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| SOCIAL COMPETENCE   | SOCIAL AWARENESS | RELATIONSHIP MANAGEMENT |

*Emotional Intelligence is made up of four core skills*
INTERNAL RADAR
PERSONAL COMPETENCE

Personal Awareness
• Personal Narratives and Beliefs
• Balance Strengths

Managing Our Emotions
• Hot Buttons
• Manage and Express Our Emotions

STRESS MANAGEMENT ACTIVITY:
HOT BUTTONS!
AN AMYGDALA HIJACK IN ACTION!

- Fight
- Flight
- Freeze
  Or,
  o Name It
  o Stop It
  o Manage It!

MANAGING YOUR INNER STATE DURING A DIFFICULT CONVERSATION IS IMPORTANT

SELF AWARENESS

PAUSE

RE-CENTER
EXTERNAL RADAR
SOCIAL COMPETENCE

Social Awareness

- Sense the Environment – Understand and Adapt to Context
- Demonstrate Empathy
- Engage in Crucial Conversations

HE SAID – SHE SAID

Maria says, "Joe you’re getting the organization in trouble and need to follow corporate guidelines."

Maria lays out the facts and legal risks to Joe.

Maria still tries to make the arguments for her position. Joe cuts her off and dismisses her concerns as too risk averse. Maria is drawn into the conflict and raises her voice.

Joe is agitated and says, “You are the worst lawyer and don’t understand the business side.”

“You are trying to strangle our business. This transaction is critical, and I’m going to move forward with it.”

Joe says, “I don’t need you to help run my business and walks out.”
INQUIRY, SUMMARIZING, ADVOCACY

- Advocacy is communicating your perspective
- Inquiry is asking questions
- Summarizing is synthesizing key messages

THREE LEVELS OF LISTENING

<table>
<thead>
<tr>
<th>Level 1:</th>
<th>My inner voice that's (constantly) talking, reacting, responding</th>
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<tbody>
<tr>
<td>Level 2:</td>
<td>Listening to the other person so that they know I'm listening</td>
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<tr>
<td>Level 3:</td>
<td>Aware of the feelings/behaviors beneath what's being said (or not); being aware of the group dynamic</td>
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  - Notice
  - Name it
  - Ask

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Adapted with permission for Coaches Training International
CRUCIAL CONVERSATIONS REQUIRE BALANCING ADVOCACY WITH INQUIRY

**Adapted from The Fifth Discipline – Peter Senge**

<table>
<thead>
<tr>
<th>High Advocacy</th>
<th>High Inquiry</th>
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<tbody>
<tr>
<td><strong>TELLING</strong></td>
<td><strong>ASKING</strong></td>
</tr>
<tr>
<td>• To Explain (Provocative)</td>
<td>• To Understand (Provocative)</td>
</tr>
<tr>
<td>• To Dictate (Wrestling)</td>
<td>• To Interrogate (Wrestling)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Advocacy</th>
<th>Low Inquiry</th>
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<tbody>
<tr>
<td><strong>OBSERVING</strong></td>
<td><strong>SKILLFUL DIALOGUE</strong></td>
</tr>
<tr>
<td>• To Withdraw</td>
<td>• To Explain</td>
</tr>
<tr>
<td>• Mask</td>
<td>• To Test</td>
</tr>
<tr>
<td></td>
<td>• To Understand</td>
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STRATEGIES FOR HOLDING DIFFICULT CONVERSATIONS

- Find Common Ground – Embrace Mutual Purpose
- Seek to First Understand, Then Be Understood – Detach!
- Test Your Assumptions – Separate Impact from Intent
- Acknowledge Other Person’s View
- Advocate your View – Your Assessment of the Situation, Your Examples, Your Reasoning, Your Goals and Your Suggestions.
- Engage Creatively and Try to Find a Mutually Beneficial Solution

*Source: Fred Kofman, PhD. in Economics, Professor of Leadership at UFM*
COMMITMENTS & ACTIONS

Name One Thing You Would Do Differently Regarding Difficult Conversations and Team Dialogue

- Individual Commitment/Action
- Team Commitment/Action

Choose Check-in Champion

- Identify Someone Who Will Be the Check-in Champion in Your Next Meeting

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- Targeted Solutions for Developing – Advancing Women Leaders
- Develop Inclusive Cultures and Leadership

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