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Taming Your *Wild* Nature: Using Your Emotional Intelligence for HR Success

*How Your Emotional Intelligence
Can Enhance Your HR Effectiveness in the
Organizational Jungle*



With Jeff Russell

Salt Pond Bay Sunset
St. John - U.S. Virgin Islands

"If you can learn a simple trick, Scout, you'll get along a lot better with all kinds of folks. You never really understand a person until you consider things from his point of view, until you climb inside of his skin and walk around in it."

Atticus Finch in
To Kill a Mockingbird (1962)
by Harper Lee, b. 1926

Emotion Defined

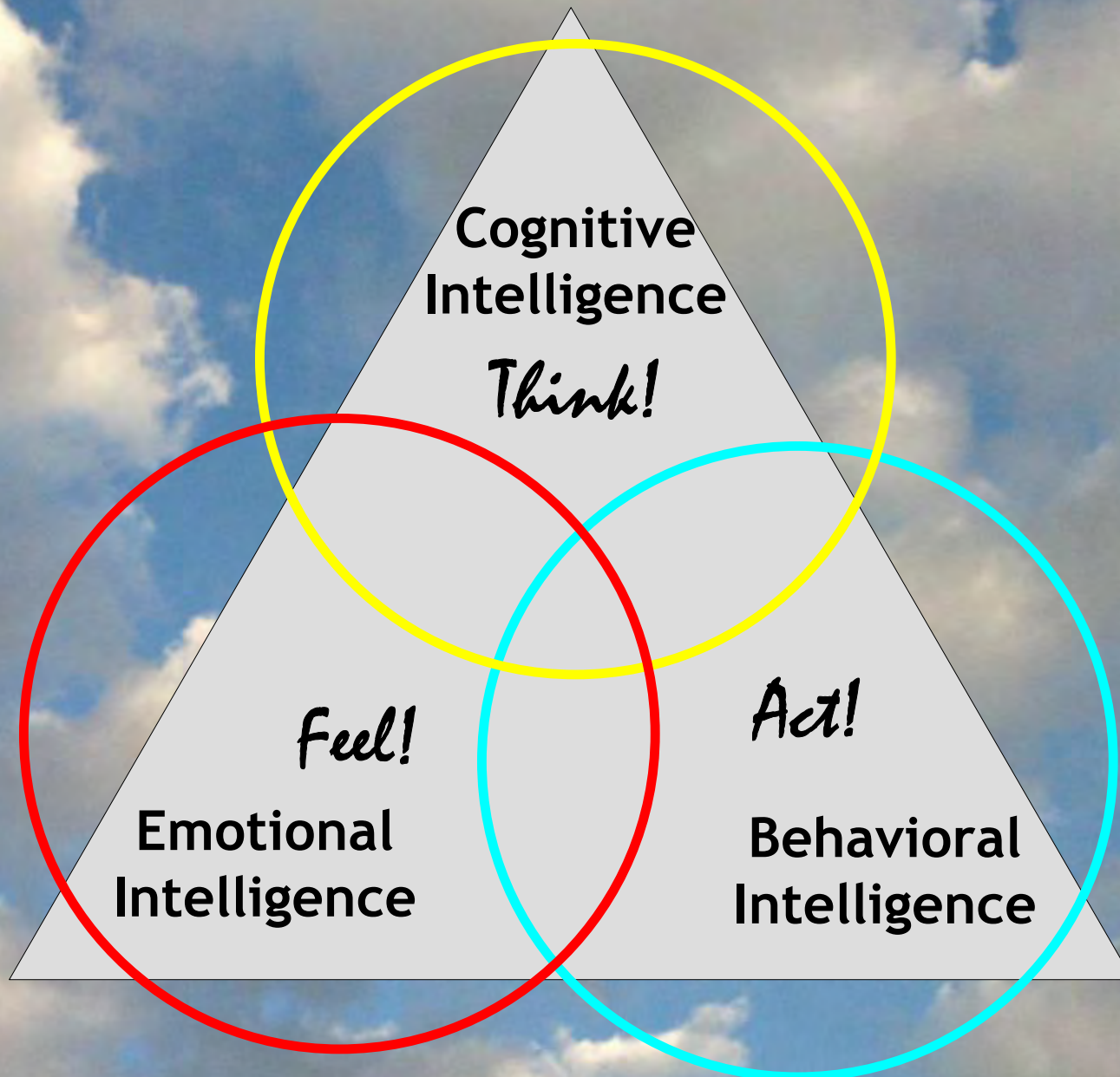
Emotion: n, A person's **internal state of being** and an **involuntary physiological response** to an object or a situation, based on or **tied to sensory data**. Origin: from the Latin **emovere** meaning “to move out, move away, remove, stir up, or agitate.”

- Emotions link the mind and body.
- Emotions always have a chemical basis.
- Emotions enable people to connect with themselves and each other.

Moving in the *Jungle*

- Emotions involve **being in the present** . . .
 - *How am I feeling right now?*
 - *How are others feeling right now?*
 - *Should I feel safe and comfortable or should I feel anxious and fearful?*
- These feelings allow us to **act quickly**, without rational thought. We don't have to rationally examine the situation to determine what to do.
- Our **emotions fly below the radar**, acting in a non-conscious way, **influencing what we think and what actions we take** - moving **toward** or **away** from something or someone.

The Three HR Competencies for Navigating the Wilds!



Emotional Intelligence

Emotional intelligence is the ability to understand one's emotional make-up and the emotional make-up of others and to use insight from this knowledge to effectively manage and regulate one's own emotions to make good decisions and to act effectively in relation to others.

Why It Matters . . .



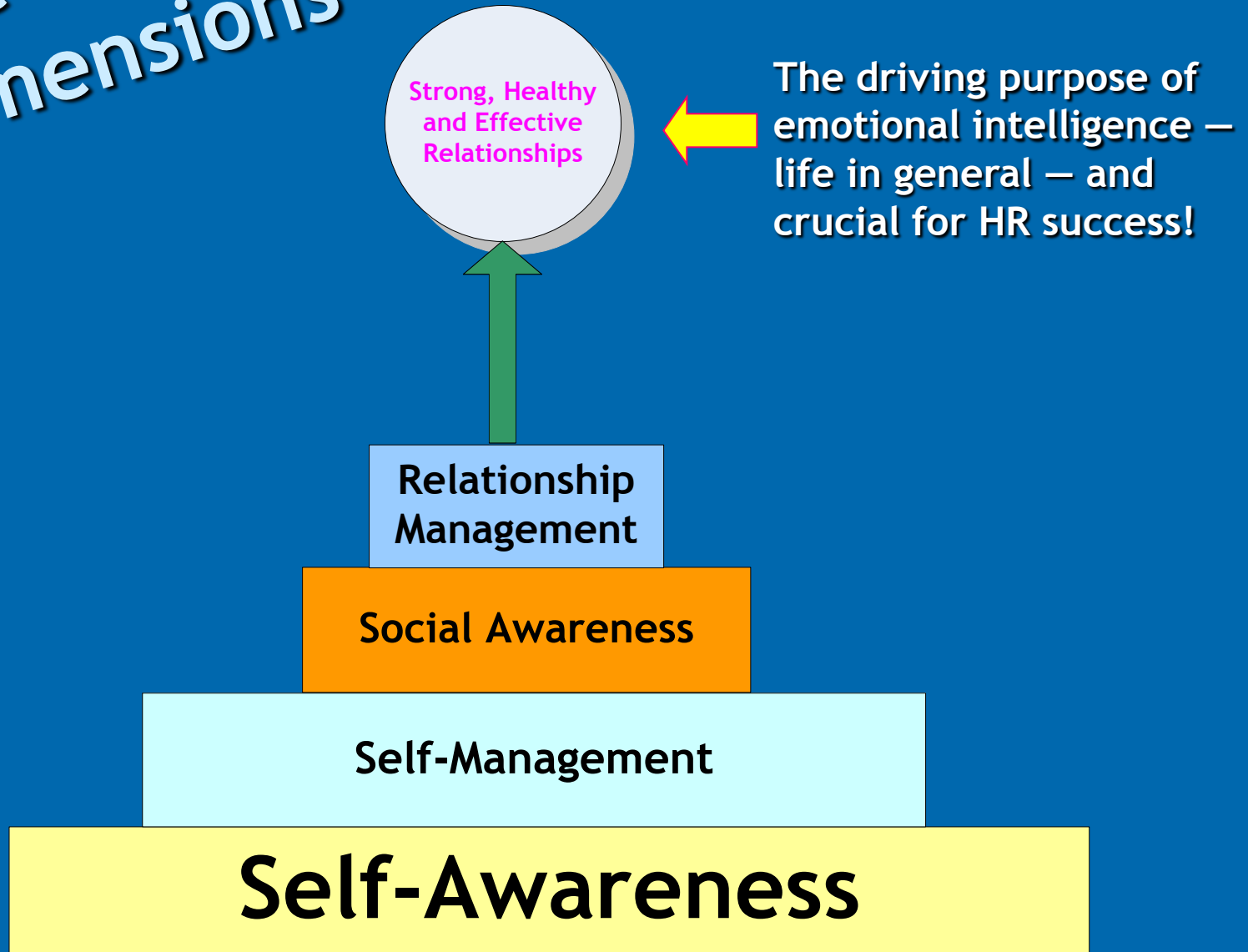
- Technical proficiency and intellectual ability contribute **little** to working productively with others.
- EI **twice** as important as technical skills.
- Leadership failure is often due to **inflexibility** and **inability to manage relationships** with others.
- **90% of difference** between “Star” and average performers is due to emotional intelligence.
- 50-70% of an organization’s climate due to **leader’s influence** — and climate accounts for 20-30% of organization’s performance.
- Effective CEOs . . . **EI behaviors 2 to 7 times more often** than those passed over . . .

If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

— Daniel Goleman

American psychologist, author,
and science journalist
b. 1946

The Four EI Dimensions



Self-Awareness

(Understanding Your **Wild** Nature!)

Knowing your internal emotional/cognitive state, preferences, resources, and intuitions:

1. **Emotional self-awareness** (knowledge of own emotions and emotional triggers)
2. **Accurate self-assessment** (“What am I feeling right now?”)
3. **Self-confidence** (“I can do this!”)

Self-Management Dimension

(Taming Your **Wild** Nature!)

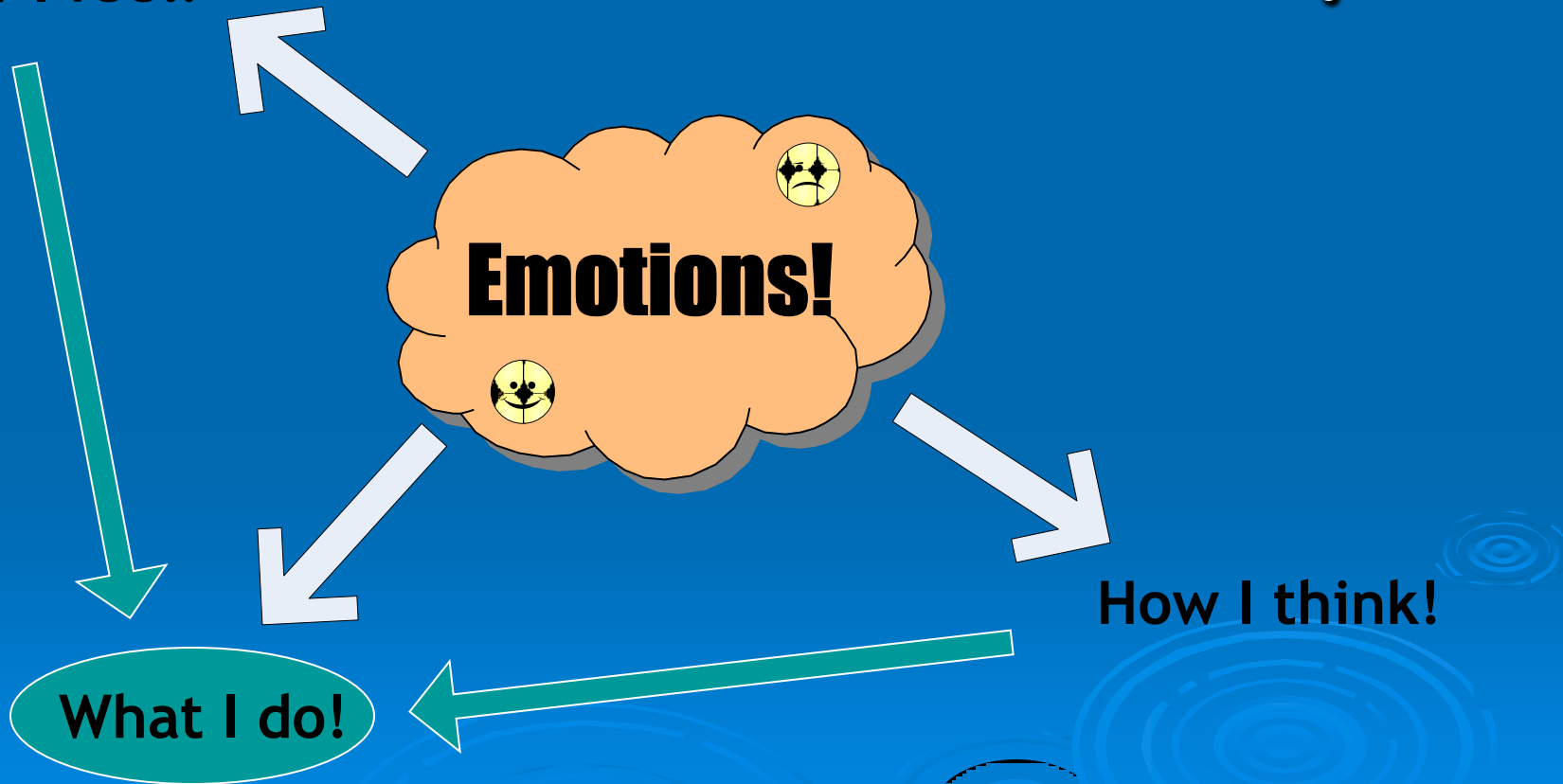
Managing your internal emotional/cognitive states, impulses, and resources to reach goals:

4. Self-control (*in control*)
5. Transparency (authentic)
6. Adaptability (flexible)
7. Achievement (goal oriented)
8. Initiative (“What can I do?”)
9. Optimism (“This will work out!”)



Emotional *Power*!

How I feel!



Social Awareness Dimension

(Understanding Others' **Wild** Nature)

Your awareness of others' feelings, needs, and concerns:

10. Empathy (resonance)
11. Organizational awareness (reading social networks, sensing the “vibe”)
12. Service orientation (serving others)



Empathy

- The ability to “understand, be aware of, be sensitive to, and vicariously experience the feelings, thoughts, and experiences of another.”
- Demonstrating understanding of:
 - The *meaning* of what was said.
 - The *feeling* that you sense that the person was experiencing.

Relationship Management Dimension

(Creating a Strong Pack!)

Adeptness at inducing desirable responses in others:

13. Inspiration (resonance)
14. Influence (getting buy-in)
15. Developing others (helping)
16. Change catalyst (challenging others)
17. Conflict management (finding common ground)
18. Teamwork and collaboration (building spirit)



Why Taming Your Nature Matters

- Emotionally intelligent people **appropriately display feelings** relevant to the situation and also **deal positively with emotions** that they **can't** show.
- They show self-control at an appropriate level and are judged by others to be **less impatient, more willing to share ideas** and **listen others, less** likely to be involved in **conflict** and generally **more likable**.
- They are **less moody**.

Finding the Right Balance of Emotional Expression

1. ***Not controlling our emotions enough*** — Unregulated, our emotions tend to ***drive*** our reactions to situations and relationships.
2. ***Over-controlling our emotions*** — When we ***over*** control, we might feel angry or feel anxious . . . but we don't express our feelings.

Our Triune Brain

- Neo-cortex
 - Formed on top of and around Limbic brain
 - Core cognitive intelligence
 - Site of working memory
 - Source of our reasoning and decision making

Thalamus
(air traffic control)

Amygdala

Mammalian
(Limbic) Brain

Fight or Flight
Response

OR . . . Rest
and Digest!

Reptilian Brain

- Formed on top of R-brain
- Enables learning: fight or flight!
- Site of emotions and emotional memory (we learn **what** and **who** to **fear**; what/who to **love**)

- Rudimentary brain
- Basic functions
- Heart rate, breathing
- It keeps ya going!



An Amygdala Hijack!!

Your “fight or flight” response kicks in . . . **heart races**, **blood pressure increases**, **sweating** profusely, uneasy feeling in the “gut,” **clenched** jaw, twitching, tapping foot, **cold extremities** as the brain rushes blood to muscles needed for fighting or fleeing . . .

- Emotions overwhelm your thinking and actions.
- You are thinking and acting ***against your own will!***
- You are unable to accurately read others’ emotions .
- You can’t find the right words . . . (stumbling, stuttering when you try to speak).
- You are unable to focus your thinking or actions.

Understanding Our Physiology

Important: Fear and appreciation cannot both be present in a person at the same time.

- When we are **afraid**, our ability to appreciate, express concern, demonstrate empathy, listen, and so forth goes down.
- When we **appreciate/listen**, we tend to push fear and anxiety into the background.

SQR³

Stop

Quiet

Respirate (breathe!)

Reflect

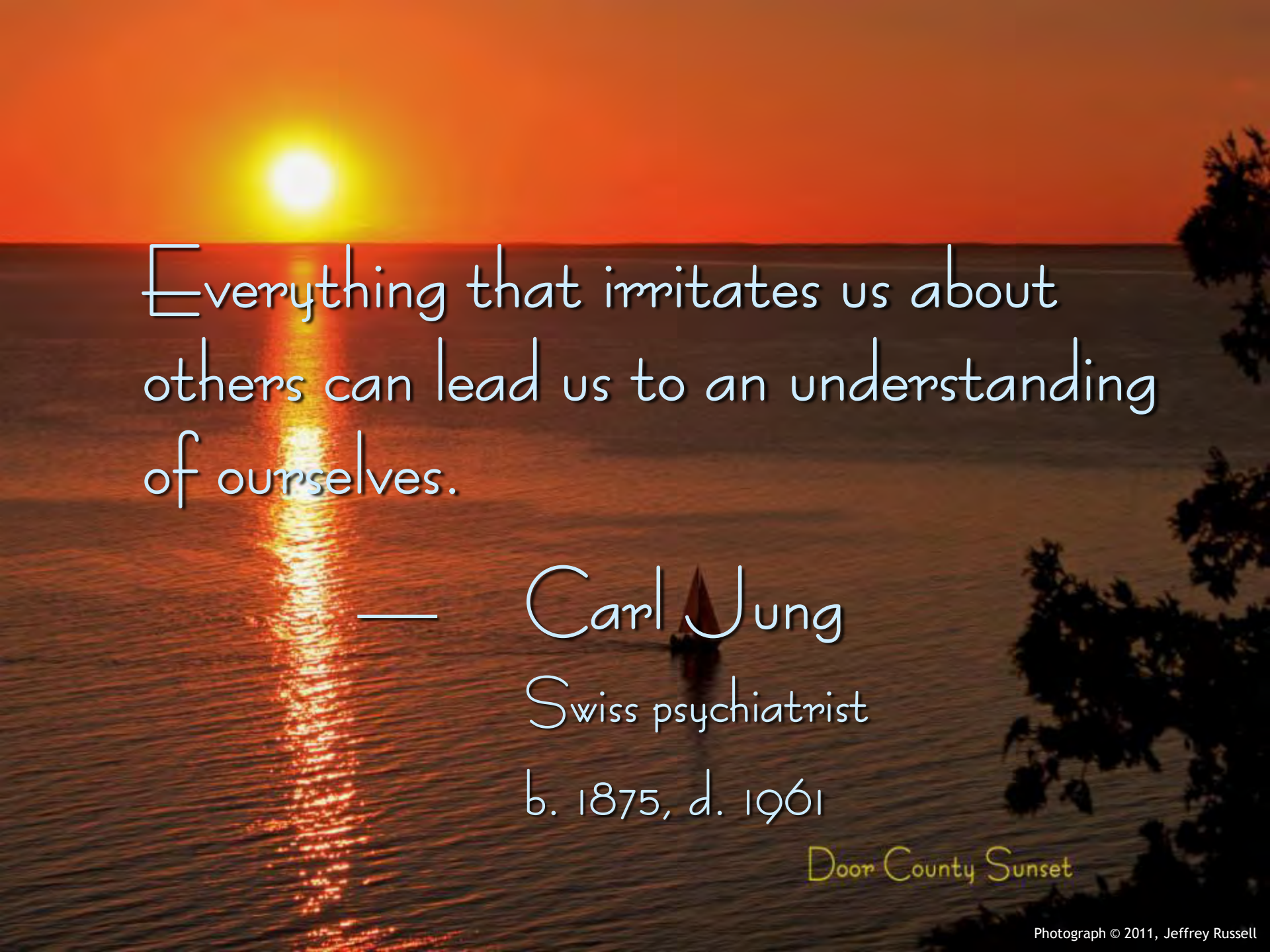
Respond!

The EI Models

- EQ-i and EQ-360
- The MSCEIT
- The EQ Map
- Emotional and Social Competency Inventory (ECI 360)

Assignment: Complete Your EI Self-Assessment

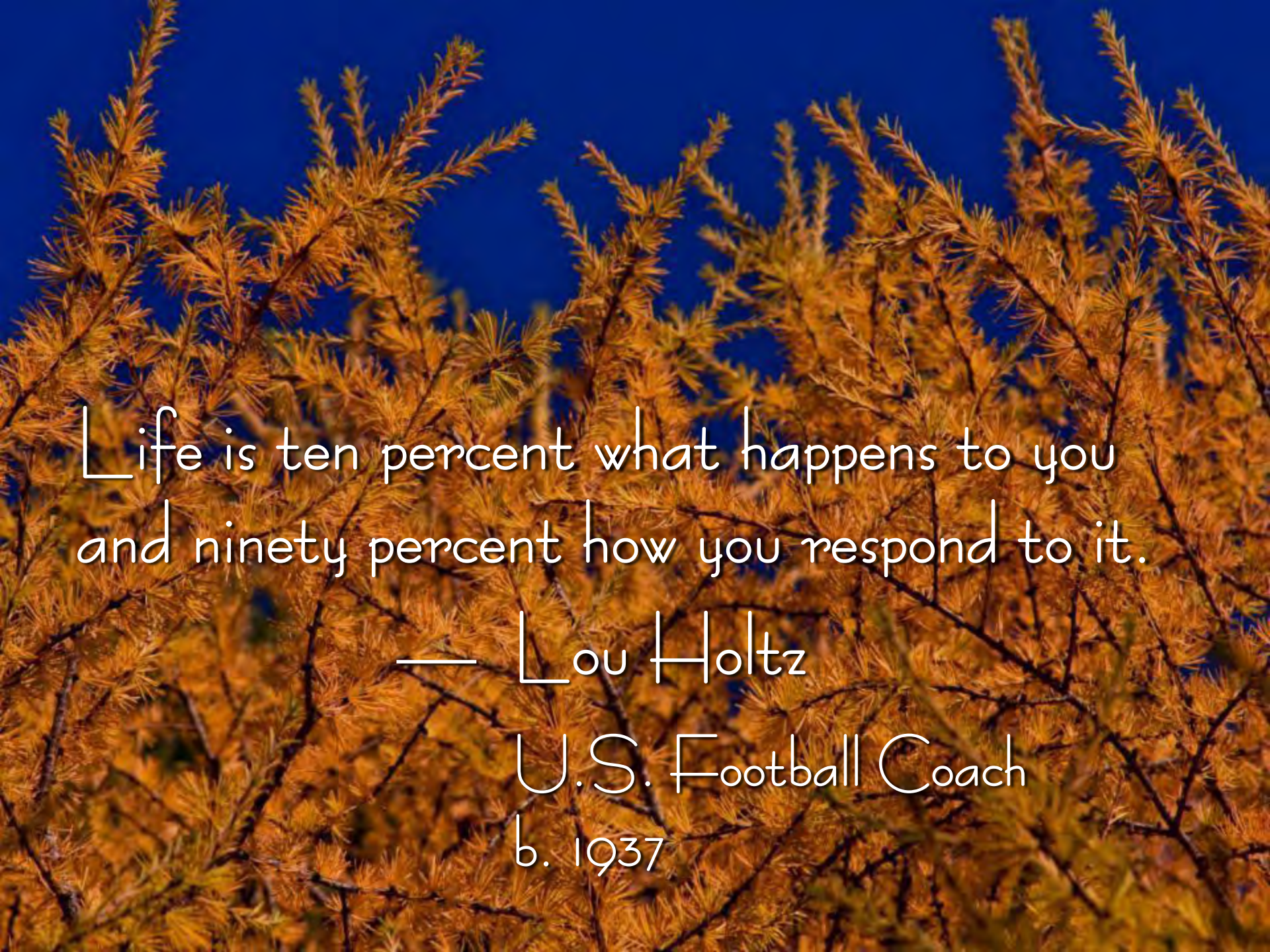
- The EI self-assessment **included with conference materials** is based upon Daniel Goleman's EI model.
- For the best results . . . be honest with yourself. If you over inflate your emotional intelligence . . . **the only person you'll fool is yourself!**
- Use the results to drive your personal and professional development planning.



Everything that irritates us about
others can lead us to an understanding
of ourselves.

— Carl Jung
Swiss psychiatrist
b. 1875, d. 1961

Door County Sunset



Life is ten percent what happens to you
and ninety percent how you respond to it.

— Lou Holtz

U.S. Football Coach

b. 1937

Why we **REALLY** need EI!



Cartoon by Chris Wildt

"Thank God you finally hired me.
I couldn't keep up this absurd charade
of bright-eyed enthusiasm
one moment longer!"

Concordia Sunrise - St. John, U.S. Virgin Islands

Thank You!

Good luck in taming your **WILD** nature and
in developing and strengthening your
emotional intelligence!

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