



# *Emotional Intelligence in the Workplace, Version 2.0*

Competencies for Enhancing Your  
Effectiveness by Building Healthy and  
Productive Relationships at Work

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Why do *relationships*  
matter in the workplace?

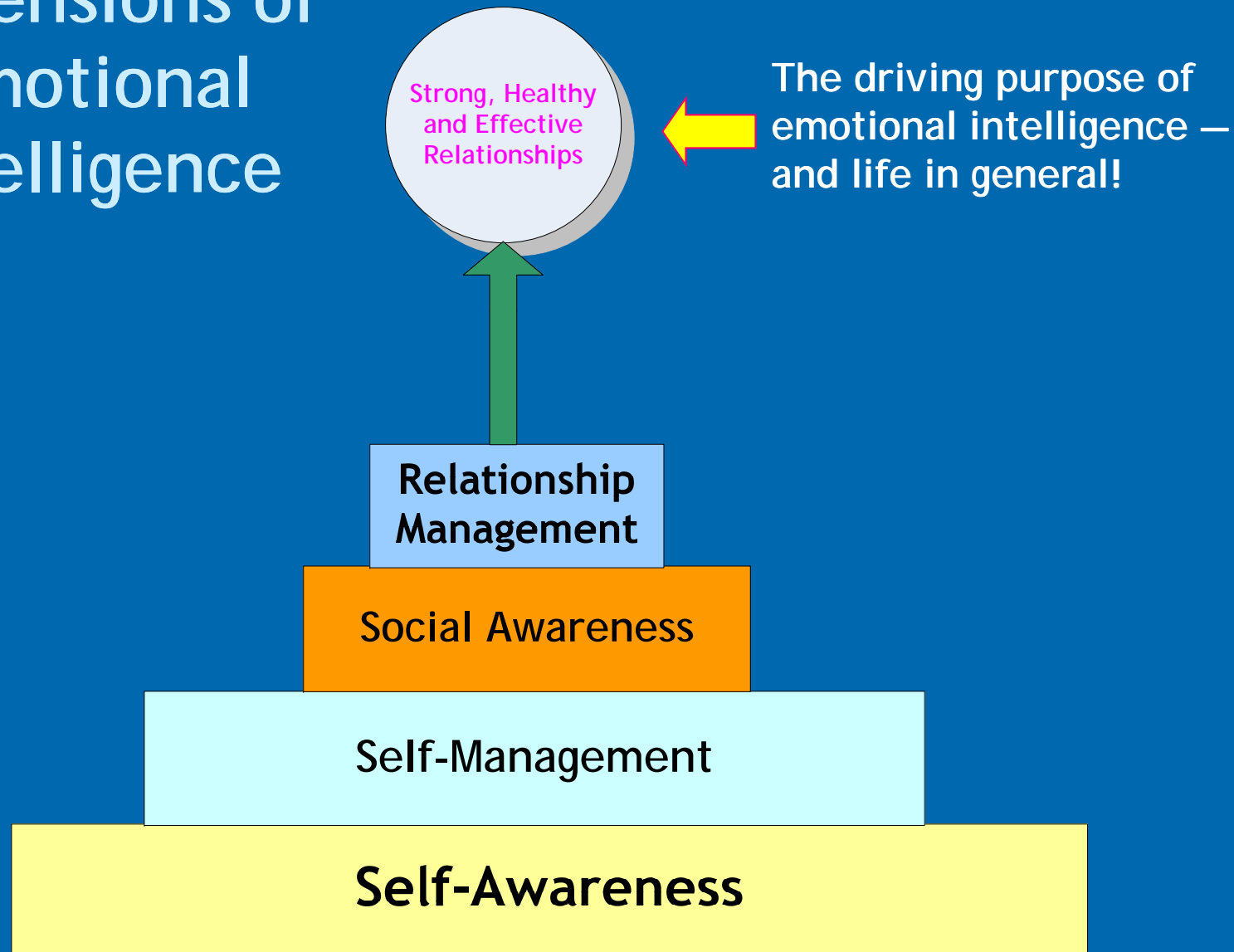
# Our Learning Objectives

1. What is Emotional Intelligence?
2. Characteristics of healthy, sustainable, emotionally intelligent relationships.
3. Barriers to effective, emotionally intelligent relationships: the *Unilateral Control Mindset*.
4. A *transformational* and emotionally intelligent approach to communication, understanding, and strong relationships: the *Mutual Learning Mindset* and its governing values and enacting behaviors.
5. Identifying enablers and disablers of the *Mutual Learning Mindset*.
6. Developing your personal plan.

# 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.

# The Four Dimensions of Emotional Intelligence



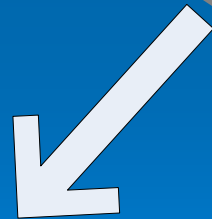
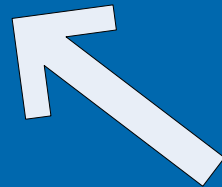
# Why It Matters . . .

- Technical proficiency and intellectual ability contribute little to working productively with others
- EI **twice as important** as technical skills
- Failures in leadership and management is often due to inflexibility and inability to manage relationships with others
- 90% of difference between “Star” and average performers 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 . . .

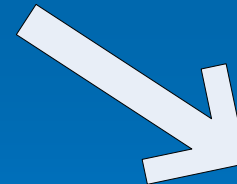


# Emotional *Power!*

How I feel!



What I do!



How I think!

# Healthy Relationships Require

1. Clear communication and understanding.
2. Trust, integrity, and honesty.
3. Personal responsibility and accountability for one's actions.
4. Each party receiving mutually beneficial outcomes.
5. Compassion for each other's interests and perspectives.
6. Openness to different ways of thinking and acting.
7. Commitment to win/win when conflict arises.



# Healthy Relationships Require

8. Each party making an investment in the relationship, not just the pursuit of his or her own gains.
9. Mutual desire to enhance, develop, support, and strengthen the other party.
10. Clear expectations for each other and the relationship.
11. Thoughtful methods for resolving disputes and disagreements.
12. Occasional and formal reassessment of the relationship, its health, and whether each party is meeting its needs and expectations from the relationship..

A scenic landscape photograph of a lake surrounded by mountains and a forested island. The water is a deep blue, reflecting the sky and the surrounding terrain. The mountains are rugged and brownish, with some greenery on the lower slopes. The sky is a mix of blue and white, with some clouds. The overall mood is serene and majestic.

Quality is impossible if people are afraid to  
tell the truth.

— W. Edwards Deming

# When Things Go Wrong

How do people react . . .

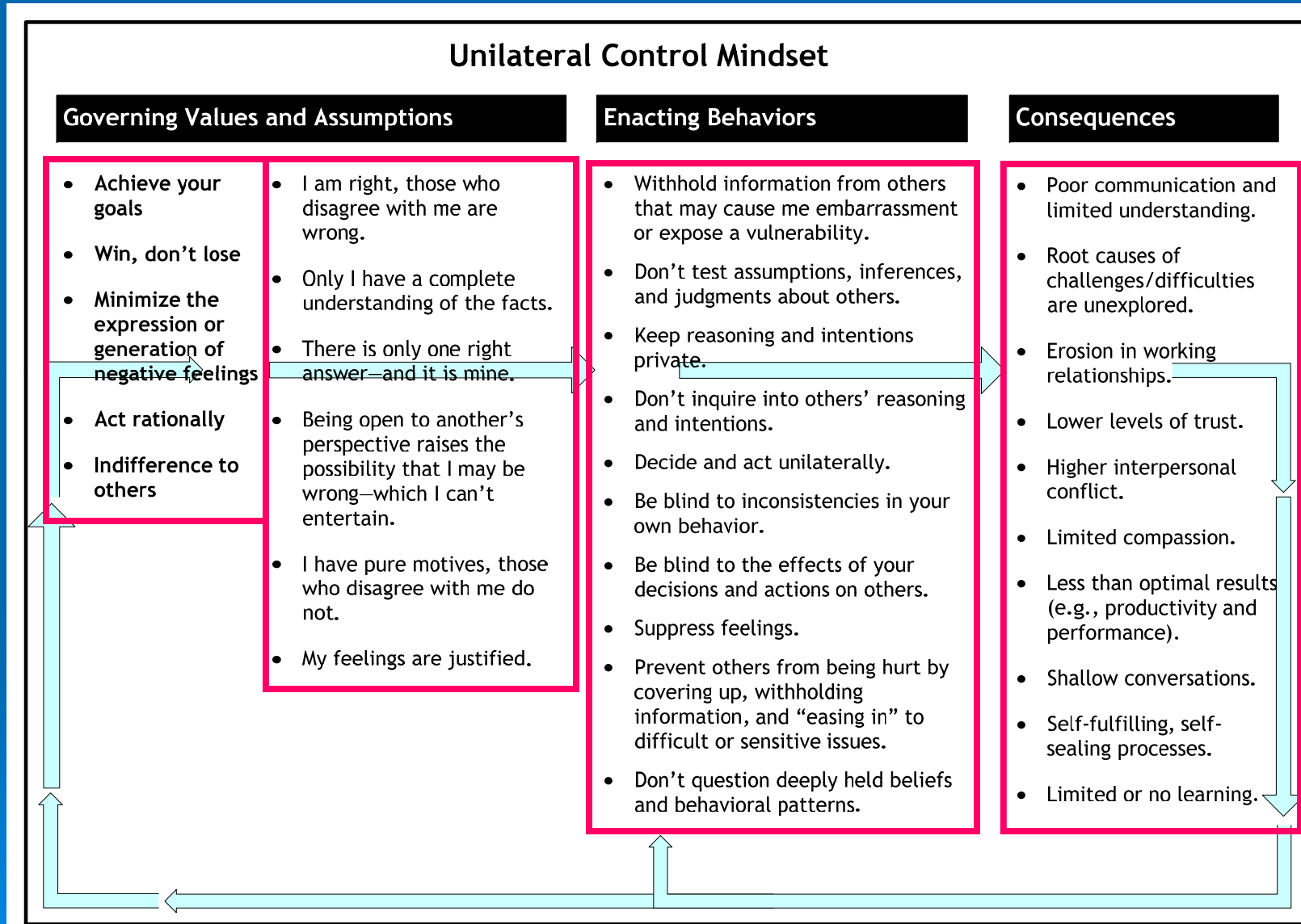
- when they are pushed in directions that they don't want to go?
- when they feel attacked by another party?
- when their mistakes and errors are exposed?
- when they feel blind-sided by another's actions?

# When Things Go Wrong . . .

. . . we tend to adopt a *unilateral control mindset* that seeks to protect us, to enable us to avoid a perceived threat, dodge the bullet, regain control, pass the blame, escape the embarrassment, run for cover, and so forth.



# Unilateral Control Mindset – A Losing Proposition



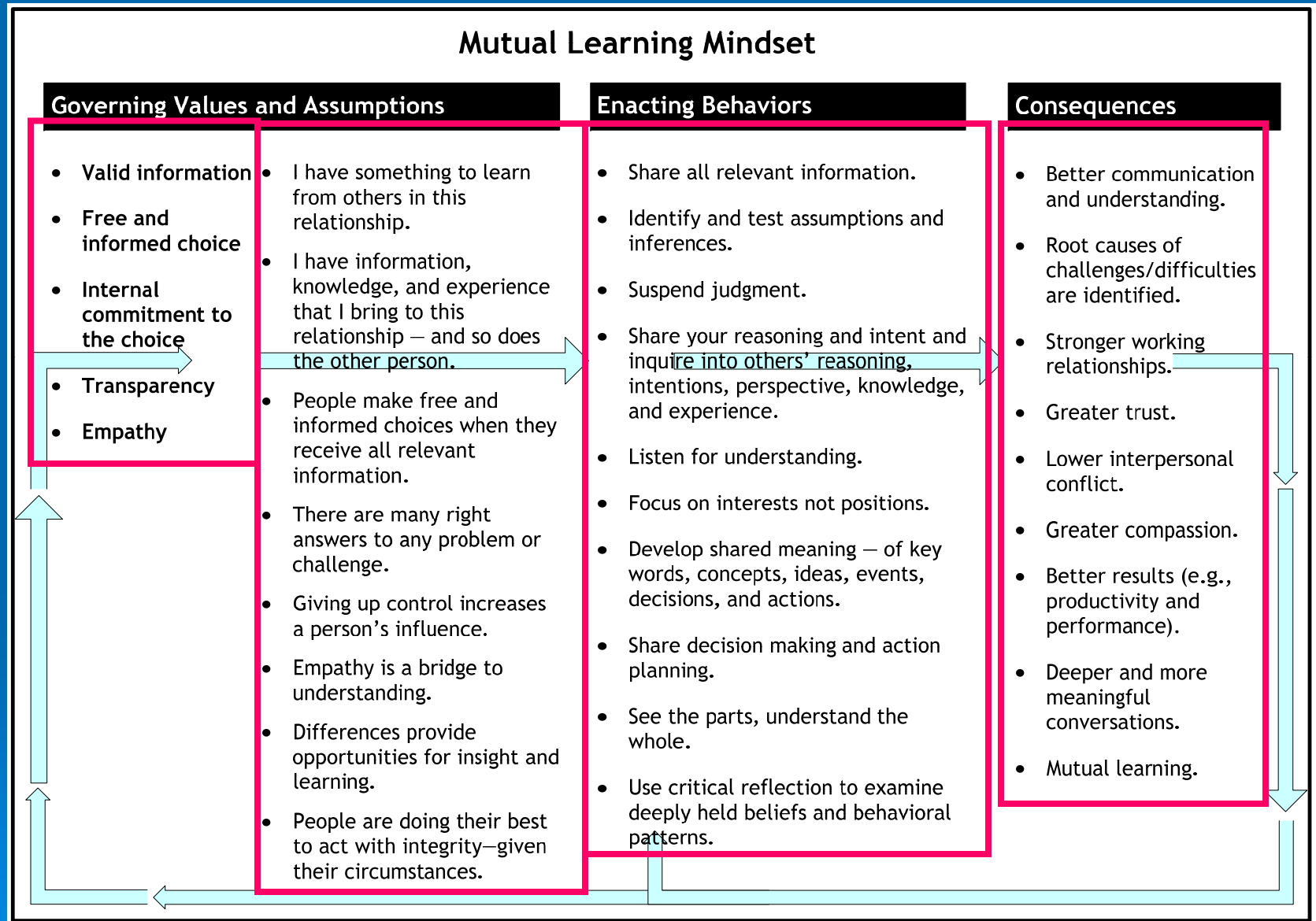
# But, We have a Choice!

- We can follow the *Unilateral Control Mindset* and let it lead us toward ineffective relationships and results.
- Or . . . we can consciously engage in an alternative approach: the *Mutual Learning Mindset*.

# Mutual Learning Mindset

- Based on an alternative set of governing values.
  - Focuses on understanding and learning.
  - Assumes that we know and understand only a part of the puzzle.
  - Honors other people's perspective — *especially* when there is disagreement.
  - Is more likely to lead to effective relationships and positive results.
-

# Mutual Learning Mindset – A Winning Approach





# Governing Values . . .

- **Valid Information** – All relevant information is shared so that everyone understands what they need to know.
- **Free and Informed Choice** – People make their independent decisions based upon valid information, not pressure.
- **Internal Commitment to Decisions** – Individuals take responsibility for the decisions that they participate in.
- **Transparency** – Individuals feel comfortable with open, honest, and direct communication with no “hidden agendas” or undiscussables.
- **Empathy** – Individuals have compassion for others and differing viewpoints and a genuine interest in understanding another’s perspective.

# The Enacting Behaviors

1. Share all relevant information.
2. Identify and test assumptions and inferences.
3. Suspend judgment.
4. Share your reasoning and intent and inquire into others' reasoning, intentions, perspective, knowledge, and experience.
5. Listen for understanding.

# The Enacting Behaviors

6. Focus on interests, not positions.
7. Develop shared meaning of key words, concepts, ideas, etc.
8. Share decision making and action planning.
9. See the parts, understand the whole.
10. Use critical reflection to examine deeply held beliefs, and behavioral patterns.

# Reflecting on the Values & Behaviors

1. **Confusion** – What isn't clear? What don't you understand?
2. **Transformation** – Which values or behaviors are most likely to *transform* your interactions and relationships with others?
3. **Application** – How might you use these values/behaviors in your daily conversations at work, home, and in the community?

# Demonstrating the MLM

- Find a new partner . . . .
- Select a topic where you have some measure of disagreement with the other party.
- Begin dialogue with each other using the MLM behaviors
- Share reasoning, test assumptions, suspend judgment, focus on interests, use “and” statements, and so forth.
- **What did you learn from your partner?**

# Why Do We Use the Unilateral Control Mindset?

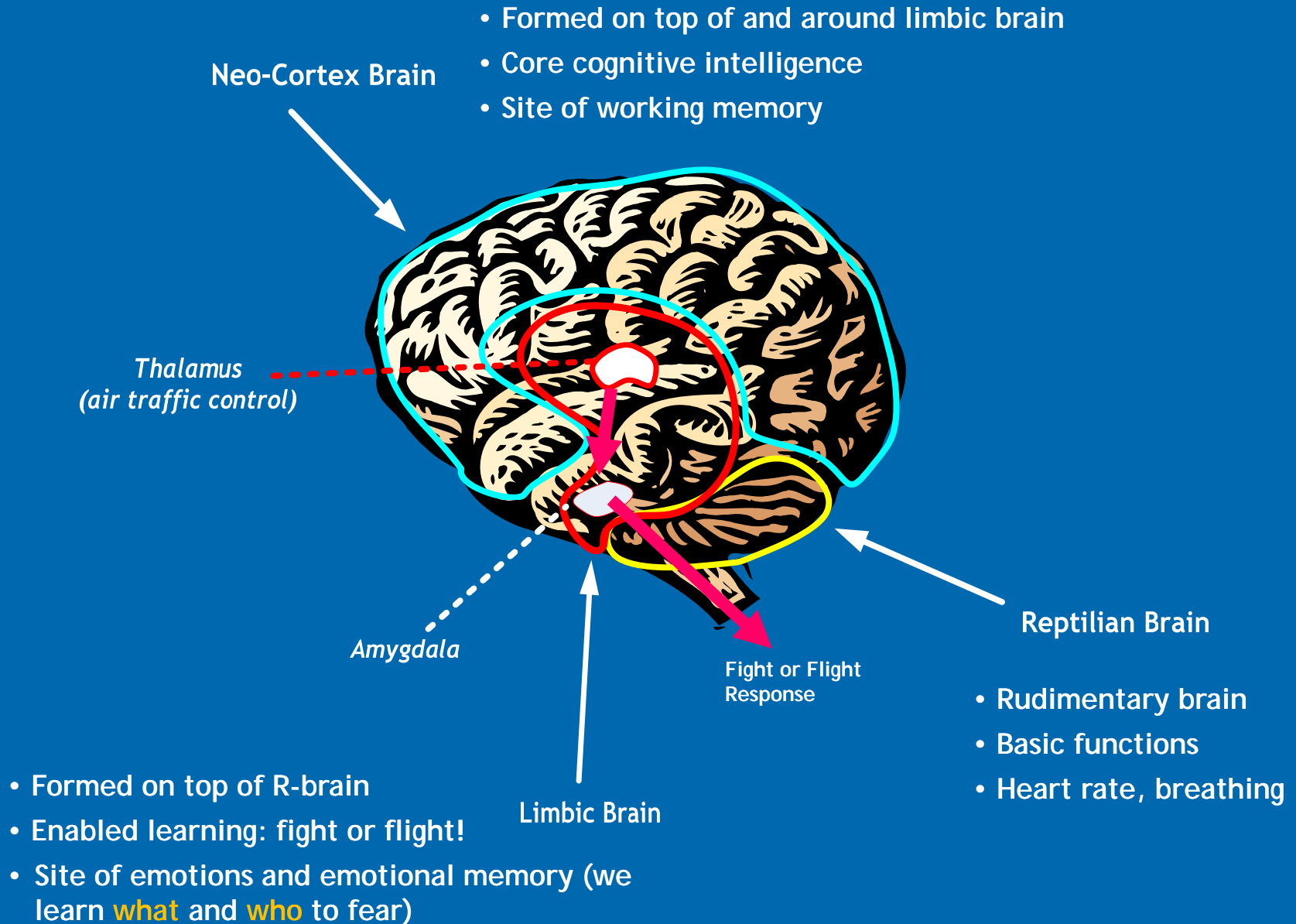
1. Our fight or flight response.
2. It's what we learned from our parents, siblings (for survival), school yard encounters . . .
3. We don't have good role models.
4. We don't have the skills.
5. We didn't know that there *was* an alternative!

A photograph of a sunset over the ocean. The sun is a bright yellow-orange circle on the horizon, partially obscured by the dark water. The sky is a gradient of orange and red. Several birds are silhouetted against the sky, flying in various directions. The overall mood is serene and contemplative.

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

— Carl Jung

# Our Three Brains . . .






# An Amygdala *Hijack*!!

When our “fight or flight” response kicks in . . . Our heart races and blood pressure increases, we sweat profusely, have an uneasy feeling in the “gut,” clench our jaw, twitching, tap our feet, our hands and feet go cold . . . as our brain rushes blood *away* from our cerebral cortex and our extremities and *toward* the core muscles needed for fighting or fleeing . . .

This robs your brain of vital oxygen . . . which, in turn leads to:

- Emotions overwhelming your thinking and actions
- You are thinking and acting *against your own will!*
- You are unable to find the right words . . . (stumbling, stuttering when you try to speak)
- You are unable to focus your thinking or actions
- You are unable to accurately read others’ emotions



Before seeking revenge,  
first dig two graves.

— Chinese proverb

# Restoring Safety

- The key to calming the Amygdala is **RESTORING SAFETY!**
  - As long as WE don't feel safe we are unable to access our higher level cognitive thinking skills . . . And we then often act *against* our will.
  - As long as OTHERS don't feel safe, they will be unable to access their higher order thinking skills . . .

# Steps to Finding Safety

1. Recognize the signs.
2. Stop the Amygdala Hijack!
3. Mentally step out of the conversation. Ask yourself:
  - Why do I feel unsafe? Why might other person feel unsafe?
  - Identify *what you really want/need* and what you don't want/need in this situation: for yourself, for the other person, and for the relationship.
  - Identify what you *need to do right now* to achieve your wants/needs, communicate your don't wants/needs, and create safety for the other person.
  - *What can I learn from the other person?*

# Steps to Safety

## 4. Mentally step back into the conversation.

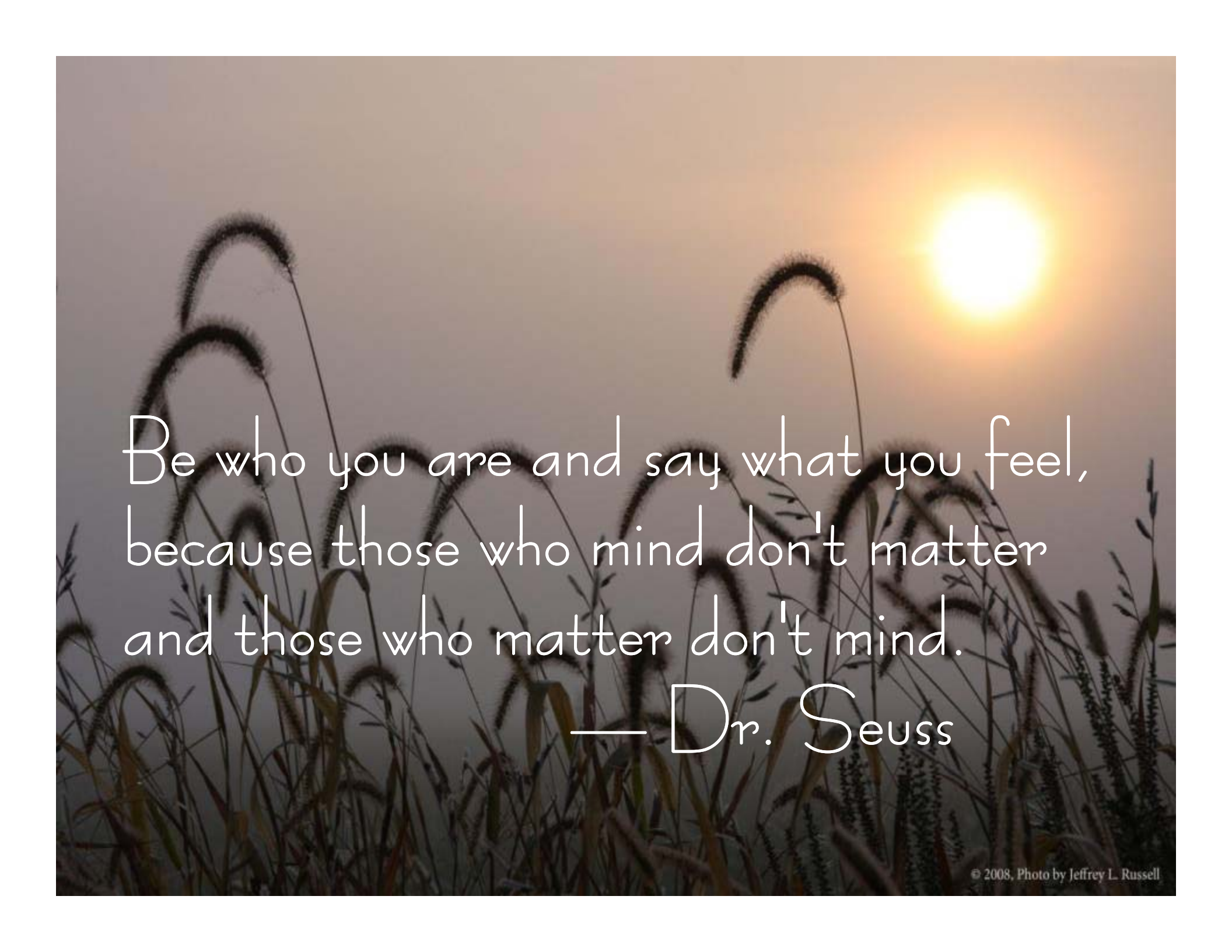
- a) **Offer a genuine apology** – Identify what you are doing that has contributed to the problem and then apologize with sincerity.
- b) **Identify what you don't want to see happen**: to feel as though you are not respecting their opinions/ideas or to mistrust your intentions and purposes
- c) **Identify what you do want to see happen** – for yourself, the other person, for your relationship

## 5. Verify that safety has been restored.



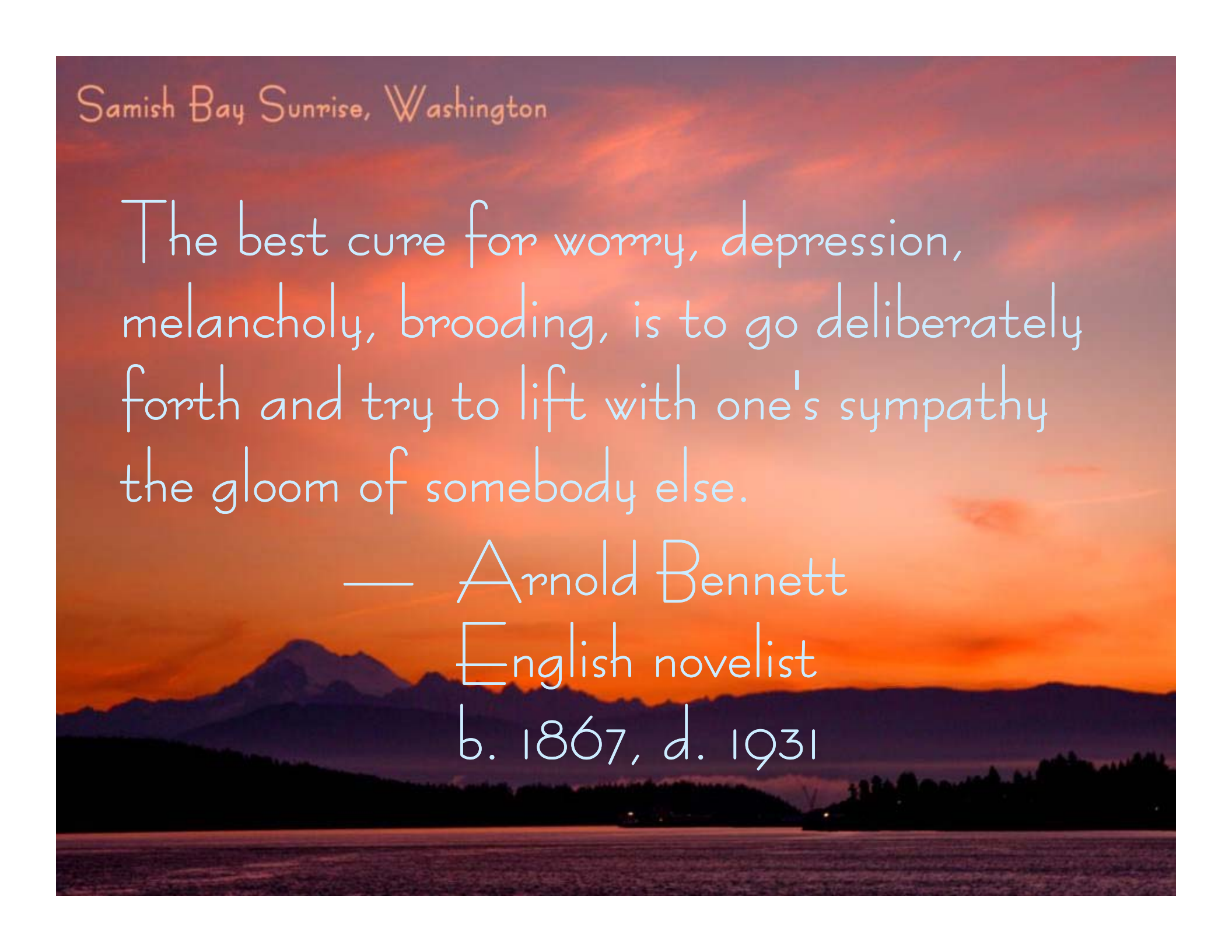
Some cause happiness wherever they go  
... others, *whenever* they go.

— Oscar Wilde  
Irish playwright



Be who you are and say what you feel,  
because those who mind don't matter  
and those who matter don't mind.

— Dr. Seuss

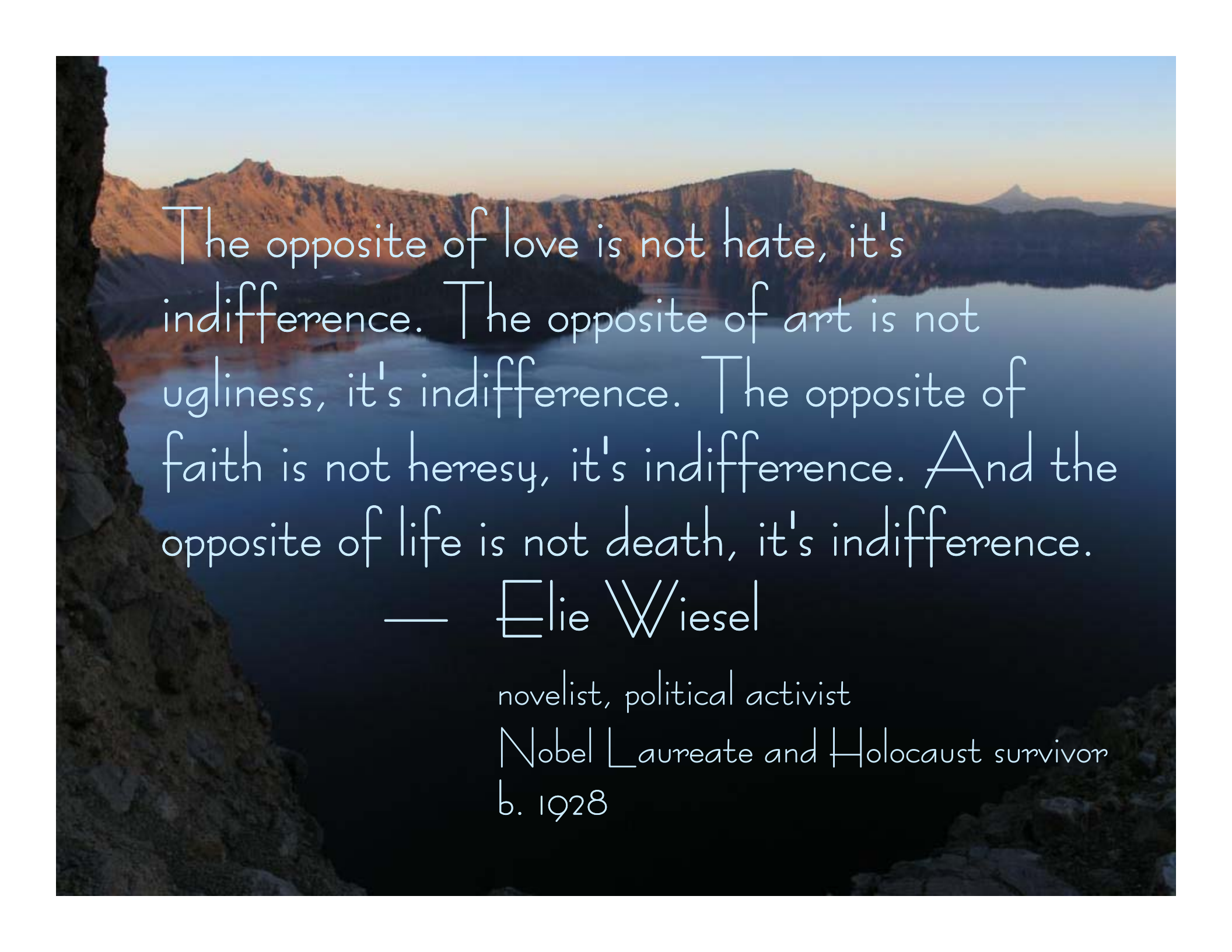


Samish Bay Sunrise, Washington

The best cure for worry, depression, melancholy, brooding, is to go deliberately forth and try to lift with one's sympathy the gloom of somebody else.

— Arnold Bennett  
English novelist  
b. 1867, d. 1931



A scenic landscape featuring a calm lake reflecting the sky and surrounding mountains. The sky is a mix of light blue and orange, suggesting a sunset or sunrise. The mountains are rugged and have some snow or light-colored patches. The water is still, creating a clear reflection of the sky and mountains. The overall mood is peaceful and contemplative.

The opposite of love is not hate, it's  
indifference. The opposite of art is not  
ugliness, it's indifference. The opposite of  
faith is not heresy, it's indifference. And the  
opposite of life is not death, it's indifference.

— Elie Wiesel

novelist, political activist

Nobel Laureate and Holocaust survivor  
b. 1928



# Thank you!

Good luck with building strong relationships!

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